Colac Otway
SHIRE

AGENDA

ORDINARY COUNCIL MEETING

OF THE

COLAC-OTWAY SHIRE

COUNCIL

27 JUNE 2012

at 3:00 PM

Birregurra Community Centre, Birregurra

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

COLAC-OTWAY SHIRE COUNCIL MEETING

27 JUNE 2012

TABLE OF CONTENTS

OFFICERS' REPORTS

CHIEF EXECUTIVE OFFICER

OM122706-1 CEO'S PROGRESS REPORT TO COUNCIL 11

CORPORATE AND COMMUNITY SERVICES

OM122706-2 FESTIVAL & EVENTS SUPPORT SCHEME 2012-13 43
OM122706-3 2012-2013 COMMUNITY FUNDING PROGRAM 49
OM122706-4 2012-2013 COMMUNITY FUNDING PROGRAM COPACC ASSISTANCE 55
OM122706-5 REVIEW OF COUNCIL POLICIES 59
OM122706-6 AUTHORISATION OF OFFICERS (PLANNING AND ENVIRONMENT ACT) 63
OM122706-7 DISCONTINUANCE OF PART OF YAUGHER ROAD, ROAD RESERVE, FORREST 65
OM122706-8 COUNCIL PLAN REVIEW (INCLUDING STRATEGIC RESOURCE PLAN) 69
OM122706-9 ADOPTION OF THE 2012-2013 BUDGET 75

INFRASTRUCTURE AND SERVICES

OM122706-10 COLAC ROAD HIERACHY AND HEAVY VEHICLE ROUTE INVESTIGATION 89
OM122706-11 PETITION IN RELATION TO THE COLAC ROAD HIERARCHY HEAVY VEHICLE TRUCK ROUTE 97
OM122706-12 PORT OF APOLLO BAY MANAGEMENT AGREEMENT WITH DEPARTMENT OF TRANSPORT (DOT) 101
OM122706-13 APOLLO BAY DRAINAGE STRATEGY - DRAFT REPORT 107

SUSTAINABLE PLANNING AND DEVELOPMENT

OM122706-14 APOLLO BAY SETTLEMENT BOUNDARY & URBAN DESIGN REVIEW - ADOPTION OF FINAL REPORT 115
OM122706-15 BIRREGURRA NEIGHBOURHOOD CHARACTER STUDY - ADOPTION OF FINAL REPORT 125
OM122706-16 COLAC OTWAY SHIRE COUNCIL ENVIRONMENTAL SUSTAINABILITY POLICY 131
OM122706-17 COLAC OTWAY FIRE MANAGEMENT PLAN 135
OM122706-18 MUNICIPAL RELIEF AND RECOVERY PLAN 139
OM122706-19 MUNICIPAL EMERGENCY MANAGEMENT PLAN 143

GENERAL BUSINESS

OM122706-20 ASSEMBLY OF COUNCILLORS 149
OM122706-21 OTHER COMMITTEE MINUTES - COLAC YOUTH COUNCIL 151
OM122706-22 MINUTES OF THE OLD BEECHY RAIL TRAIL COMMITTEE 153
OM122706-23 CLIMATE RESILIENT COMMUNITIES GRANT 155

NOTICES OF MOTION

OM122706-24 CORANGAMITE ACID SULFATE SOIL MULTI-AGENCY STEERING COMMITTEE (CR STUART HART) 159
OM122706-25 INLAND ACID SULFATE SOIL SITE - YEODENE (CR STUART HART) 161
OM122706-26 OTWAY TO COLAC PIPELINE - RELEASE OF WATER (CR STUART HART) 163

REPORTS FROM DELEGATES TO OTHER BODIES

OM122706-27 REPORT FROM DELEGATE TO OTHER BODY - MUNICIPAL ASSOCIATION OF VICTORIA STATE COUNCIL MEETING 167

NOTICE is hereby given that the next *ORDINARY COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL* will be held in Birregurra Community Centre, Birregurra on 27 June 2012 at 3.00 pm.

AGENDA

1. OPENING PRAYER

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

2. PRESENT

3. APOLOGIES

4. MAYORAL STATEMENT

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

Colac Otway Shire encourages community input and participation in Council decisions. Council meetings provide an opportunity for the community to ask Council questions, either verbally at the meeting or in writing.

Please note that Council may not be able to answer some questions at the meeting. These will be answered later.

Council meetings enable Councillors to debate matters prior to decisions being made. I ask that we all behave in a courteous manner.

An audio recording of this meeting is being made for the purpose of ensuring the minutes of the meeting are accurate. 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. It is an offence to make an unauthorised recording of the meeting.

Thank you. Now 30 minutes is allowed for question time. Please remember, you must ask a question. If you do not ask a question you will be asked to sit down and the next person will be invited to ask a question. 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 23/05/12**
- **Special Council Meeting held on the 13/6/12.**

Recommendation

That Council confirm the above minutes.

OFFICERS' REPORTS

Chief Executive Officer

OM122706-1 CEO'S PROGRESS REPORT TO COUNCIL

Corporate and Community Services

OM122706-2 FESTIVAL & EVENTS SUPPORT SCHEME 2012-13
OM122706-3 2012-2013 COMMUNITY FUNDING PROGRAM
OM122706-4 2012-2013 COMMUNITY FUNDING PROGRAM COPACC ASSISTANCE
OM122706-5 REVIEW OF COUNCIL POLICIES
OM122706-6 AUTHORISATION OF OFFICERS (PLANNING AND ENVIRONMENT ACT)
OM122706-7 DISCONTINUANCE OF PART OF YAUGHER ROAD, ROAD RESERVE, FORREST
OM122706-8 COUNCIL PLAN REVIEW (INCLUDING STRATEGIC RESOURCE PLAN)
OM122706-9 ADOPTION OF THE 2012-2013 BUDGET

Infrastructure and Services

OM122706-10 COLAC ROAD HIERACHY AND HEAVY VEHICLE ROUTE INVESTIGATION
OM122706-11 PETITION IN RELATION TO THE COLAC ROAD HIERARCHY HEAVY VEHICLE TRUCK ROUTE
OM122706-12 PORT OF APOLLO BAY MANAGEMENT AGREEMENT WITH DEPARTMENT OF TRANSPORT (DOT)
OM122706-13 APOLLO BAY DRAINAGE STRATEGY - DRAFT REPORT

Sustainable Planning and Development

OM122706-14 APOLLO BAY SETTLEMENT BOUNDARY & URBAN DESIGN REVIEW – ADOPTION OF FINAL REPORT
OM122706-15 BIRREGURRA NEIGHBOURHOOD CHARACTER STUDY - ADOPTION OF FINAL REPORT
OM122706-16 COLAC OTWAY SHIRE COUNCIL ENVIRONMENTAL SUSTAINABILITY POLICY
OM122706-17 COLAC OTWAY FIRE MANAGEMENT PLAN
OM122706-18 MUNICIPAL RELIEF AND RECOVERY PLAN
OM122706-19 MUNICIPAL EMERGENCY MANAGEMENT PLAN

General Business

OM122706-20 ASSEMBLY OF COUNCILLORS
OM122706-21 OTHER COMMITTEE MINUTES - COLAC YOUTH COUNCIL
OM122706-22 MINUTES OF THE OLD BEECHY RAIL TRAIL COMMITTEE
OM122706-23 CLIMATE RESILIENT COMMUNITIES GRANT

Notices of Motion

OM122706-24 CORANGAMITE ACID SULFATE SOIL MULTI-AGENCY STEERING COMMITTEE
OM122706-25 INLAND ACID SULFATE SOIL SITE - YEODENE

OM122706-26 OTWAY TO COLAC PIPELINE - RELEASE OF WATER

Reports from Delegates to Other Bodies

OM122706-27 REPORT FROM DELEGATE TO OTHER BODY - MUNICIPAL ASSOCIATION OF VICTORIA STATE COUNCIL MEETING

Rob Small
Chief Executive Officer

CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion
W = Withdrawal

ITEM	D	W
CHIEF EXECUTIVE OFFICER **OM122706-1 CEO'S PROGRESS REPORT TO COUNCIL** Department: Executive ***Recommendation(s)*** ***That Council notes the CEO's Progress Report to Council.***		

Recommendation

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

MOVED .....

SECONDED .....

OM122706-1 CEO'S PROGRESS REPORT TO COUNCIL

AUTHOR:	Rhonda Deigan	ENDORSED:	Rob Small
DEPARTMENT:	Executive	FILE REF:	F11/3291

EXECUTIVE

Municipal Elections – Community and Candidate Information Sessions
There will be a *Community and Candidate Information Session* in Colac as part of the preparations for the 2012 round of Municipal Elections.

The Municipal Association of Victoria (MAV) is coordinating the preparations of this session. The Information Session will be held at COPACC on Thursday 6 September 2012 from 6:30pm to 9:00pm.

Participation in these sessions include:

- A two hour Community and Candidate Information Session conducted by the MAV.
- Presentations from MAV, a visiting CEO, a host council CEO and a visiting councillor from a neighbouring council.
- Presentation from a representative from the Victorian Electoral Commission.
- A copy provided to attendees of "From Citizen to Councillor".

The MAV will also provide marketing material to assist Council in promoting the event locally; including draft press releases, posters, link to website etc.

Cr Russell and the CEO presented at an information session for the Surf Coast Shire held in Torquay on 30 May 2012 with 12 prospective Councillors in attendance.

Electric Line Clearance Consultative Committee
The CEO has nominated for a position on this committee which is responsible for the provision of advice to Energy Safe Victoria on:

- The preparation and maintenance of the Code of Practice for Electric Line Clearance and
- Any other matter relating to the clearance of electric lines when referred to that Committee by the Minister or the Director of Energy Safety.

As part of its review of the electricity asset bushfire mitigation regime, Energy Safe Victoria (ESV) has released its "Review of Statutory Provisions Governing Bushfire Risk Mitigation in Relation to Electricity Assets in Victoria" discussion paper which will have significant implications for local government. If successful with his nomination, the CEO will be well placed to add valuable input on behalf of the Colac Otway Shire.

G21 Board Meeting
The Mayor and CEO attended this meeting in Bannockburn on 25 May 2012. Agenda items included:

- G21 Strategic Risk Register 2012
- Draft Health & Wellbeing Budget 2012-2013
- The Gordon TAFE – Budget Funding Cuts
- VECCI G21 Occupational Health &Safety Audit

- MAV request for feedback re: Regional Freight Priority Projects
- Draft G21 Economic Development Strategy process
- CEO Update:
    - Finance Report – April 2012
    - CEO Report –May 2012
    - G21 Meetings of Note –May 2012
    - New membership applications
- Barwon South West Regional Development Australia update
- Barwon South West Regional Management Forum update
- G21 Pillar updates.

Municipal Association of Victoria (MAV) CEO Forum
The CEO attended a MAV CEO Forum in Melbourne on 31 May 2012. Agenda items included:

- Defined benefits update
- Insurance market update
- Fire services levy
- Potable water
- Maternal & Child Health update
- TAFE budget cuts
- Improving the building permit system
- Unpaid rates code of conduct
- Procurement update
- Carbon pricing – implications and liabilities.

Great South Coast (GSC) Board Meeting
The Colac Otway Shire hosted this meeting in Colac on 1 June 2012. The meeting, attended by the Mayor and CEO, discussed:

- National Broadband Network Presentation
    - Update in relation to the NBN rollout, realistic timeframes for the GSC region and how we can help prepare the Great South Coast community for the rollout.
- Presentation – South West LLEN
    - Information in relation to the role of trade training centres in our region.
- Presentation – South West Institute of TAFE (SWTAFE)
    - Update in relation to State Government Budget ramifications for SWTAFE and lobbying efforts.
- Roads Advocacy - Improving our Connections
- Great South Coast Street Smart Lighting Project Report
- Regional Development Australia funding application update
- Regional Victoria Living Expo debrief
- Pillar Group Updates.

Great South Coast CEO's Forum
The CEO attended a meeting of the Great South Coast CEOs on 15 June 2012. Included in discussions were the following items:

- Regional Green Light Project
- Pillar Group Activity
- Corangamite Regional Landfill
- Defined Benefits Superannuation
- Regional Tourism Board Update

- NBN Rollout
- Resilient Regions Cooperative Research Centre
- Great South Coast Education Strategy

G21 Regional Justice Reference Group
The G21 Regional Justice Reference Group met in Geelong on 12 June 2012. The CEO attended the meeting which discussed:

- Update on the status of crime prevention
- Outcomes from G21 Regional Justice Reference Group workshop
- Confirmation of priorities
- Next steps
    - How do we achieve the priorities? Establishment of working groups (including role and membership)
    - What do we need to know to achieve the priorities? What do we already know? What are the gaps?
    - How will we get what we need?
    - Ongoing role of Regional Justice Reference Group.

2012 National General Assembly of Local Government
The National General Assembly (NGA) of Local Government brings together hundreds of delegates from Councils across Australia to debate issues of national significance to local government. It provides an opportunity for local councils to develop and express a united voice on core issues affecting their communities with access to influential decision-makers of the federal government, at both the political and departmental levels.

The 2012 National General Assembly was held in Canberra from Sunday 17 June to Wednesday 20 June 2012. Cr Lyn Russell, Cr Stuart Hart and the CEO attended the NGA with the theme for the 2012 NGA being 'National Voice, Local Choice – Infrastructure, Planning, Services'.

While in Canberra, the Councillors and CEO attended the Regional Cooperation and Development Forum on 17 June 2012. This forum included the launch of the 2012-2013 State of the Regions Report. They also attended the annual general meeting of the Australian Rural Roads Group held in Canberra that day.

Mayor & CEO Community Meetings
The Mayor and CEO are available to meet with members of the community on a regular basis. Appointments can be made to meet with the Mayor and CEO on 30 June 2012 from 10.30 am at the Colac Community Library & Learning Centre or from 1.30pm on 15 July 2012 at the Apollo Bay Customer Service Centre in Nelson Street.

CORPORATE & COMMUNITY SERVICES
Environmental Health
Health Education Activities

- Of a total of 367 food premises, 39 inspections were carried out in May 2012.
- 21 inspections of selling points for tobacco were carried out to ensure legislative requirements are being met
- 5 Hairdressing premises inspections
- 8 prescribed accommodation premises were inspected
- 8 Caravan Parks were inspected

- 25 septic tank inspections were carried out with 11 permits to install and 4 permits to use being issued
- 7 food samples were collected
- 3 food recalls were received
- 3 complaints were investigated in relation to noise, overflowing septic and barking dogs
- 2 seminars attended:
    - Health & medical disaster planning committee (Camperdown)
    - Food Act implementation

Sharps containers were installed in the toilet block at the Lions Park, Murray Street East, Colac.

Rural Access

As a part of our funding agreement with the Department of Human Services (DHS), Rural Access is to produce an Outcomes Report for the 2011/2012 financial year. This report demonstrates to DHS how the Rural Access Community Building Program is supporting communities within Colac Otway Shire to develop ways of including people of all abilities in local life. The report is currently being produced and includes:

- Increasing the awareness and knowledge of council staff, Councillors' and the community of disability specific issues.
- Working with disability support providers to enhance their capacity to provide relevant and appropriate supports within the community.
- 2011 International Day of People with a Disability community awareness activities and celebrations.
- The Recharge Scheme. Local businesses and organisations providing power points so people who use an electric wheelchair or scooter can recharge the battery if required.
- Installation of an assistive listening device through a hearing loop at the Customer Services counter in our Rae Street office.
- Internet Training in Easy English for people of all abilities in Colac and Apollo Bay.
- Assisting with the Transport Connections Phase 3 Project advocating for access and inclusion for people of all abilities.

Maternal & Child Health

May 2012 was another busy baby month with 21 new babies enrolled and a subsequent increase in early week's consultations due to the number of birth notices last month. Our new parents groups have been well attended with 10 new parents attending 5 sessions this month. With one month to go before the end of the financial year our birth notifications are the same as the whole of last financial year and the proportion of first time mothers about the same (107 out of 258 births).

It is anticipated that funding from the Department of Education & Early Childhood Development will reflect this increase in births for 2012/13.

Number of infants enrolled from birth notifications	25
First Time mothers	11

Key Ages and Stages Consultations for the month of May 2012

Home visits	33				
2wks	31	8mths	20	3.5yrs	22
4wks	34	12mths	16		
8wks	26	18mths	11		
4mths	22	2yrs	19		

Participation rates for the early month Key Ages and Stages assessments and Home Visits to 4 months range between 83% and 97%.

Other services provided include:

- 95 additional consultations
- 42 phone consultations
- 12 opportunistic immunisations
- 32 referrals
- 60 counselling sessions provided.
- New Parents Groups - 5 sessions in Colac.
- 43 Families currently enrolled under Enhanced Home Visiting service (Vulnerable and at risk families). 17 (up from 4) new families enrolled this month and 5 cases closed.

Children & Family Services

Family Day Care Accreditation

Our Family Day Care (FDC) service has been notified that they have been selected to participate in the first round of the National Quality Standards Accreditation process. Our Quality Improvement Plan (QIP) is due to be submitted to the Department of Education & Early Childhood Development by 26 June 2012. We have been previously assessed under the National Childcare Accreditation Council (NCAC), but this will be the first time we will be assessed under the new assessment process which came into effect in January 2012.

This is a breakdown of the Accreditation process.

Week	
1	Letter notifying services that their QIP is to be submitted within 6 weeks.
6	• Advice confirming receipt of QIP. • Details of the visit.
12	Service visit.
18	• Draft assessment report including proposed rating sent to educator and approved provider. • Opportunity to comment, discuss report, seek further clarification and make minor adjustments to service's operation.
20	• Report finalized and final rating determined. • Report sent to provider.

The Regulatory Authority and the Department of Education and Early Childhood Development (DEECD) must consider a range of information when assessing and rating a service, including:

- the Quality Improvement Plan for the service
- the service's history of compliance
- any rating assessment history of the service

We anticipate our service will be visited in September 2012.

Using the frameworks for High Quality in FDC
FDC staff will be attending a two part "Train the Trainer" series next month called "Using the Frameworks for High Quality in FDC". The training focuses on the links between the Victorian Early Years Learning and Development Framework (VEYLDF); Early Years Learning Framework (EYLF); and the Framework for School Aged Care (FSAC).

This is a great opportunity for staff. The knowledge and skills that they bring back will only enhance our service. They will then be able to conduct a training session with all Educators on these Frameworks. This knowledge and training will also be an asset to the service during our accreditation process as one of the National Quality Standards focuses on National Quality Frameworks.

Older Persons & Ability Support Services (OPASS)

Home & Community Care (HACC) Growth Funding
The OPASS Unit has received funding of $16,505 from the Department of Health, Home & Community Care (HACC) to provide 1,343 hours of service to customers for the period 2012/13. The funding is focused on the Planned Activity Group (PAG) which will enable OPASS to work in partnership with Bluewater Fitness Centre which, since 2007, has successfully run the "Strength Training for Older Persons" program on a weekly basis at the Forrest Public Hall. This program also provides the opportunity for social networking. OPASS also supports Bluewater Fitness Centre programs that are directed towards older persons such as 'Managing their Health'.

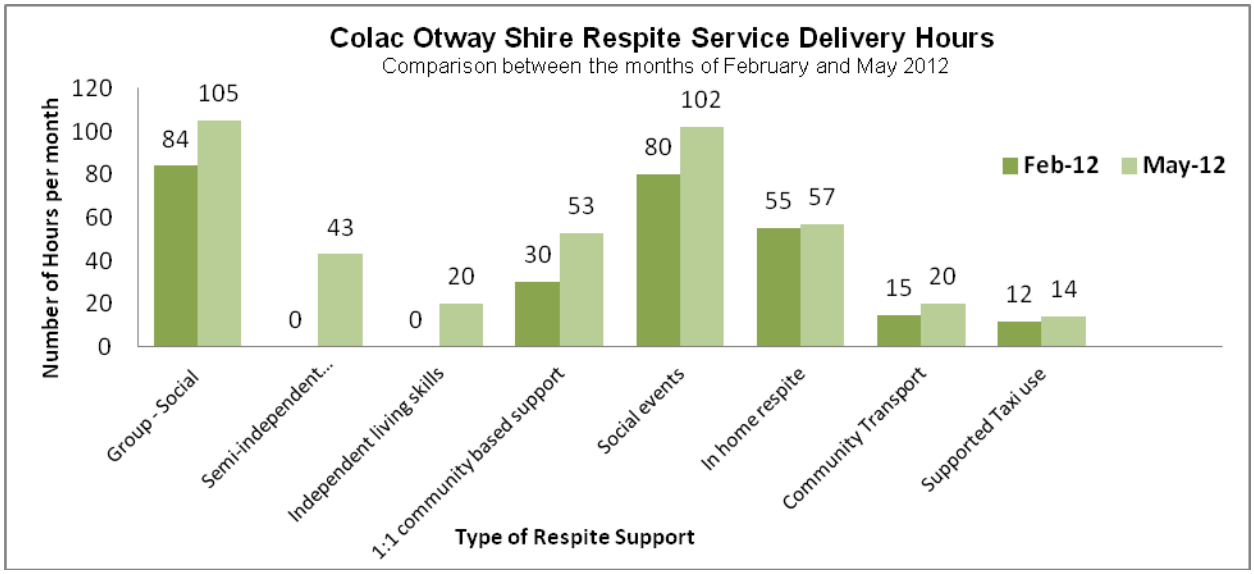
With this PAG funding, it is envisaged that service planning and support from our staff will allow people with specific and special needs, which includes people with Alzheimer's, to adopt a "brain healthy' lifestyle though a range of exercises. OPASS and Bluewater Fitness Centre also work in partnership with the Colac Area Health - Rehabilitation Centre. This new funding will also be directed to developing further support for people who need continuous assistance with exercising to continue their good health and independence.

Senior Festival Grant
The OPASS Unit has been successful in gaining a $4,000 grant, additional to a previous $2,500 grant from the Department Ageing and Aged Care, for the 2012 Seniors week festival.

A range of proposed events and activities are now under consideration. The Improved Liveability for Older Persons (ILOP) project is also involved and will introduce a range of ideas through their 12 Ambassador initiative.

Community Based Respite
Disability Community Based Respite Services are currently being provided to 28 local families for individuals who range in age between 3 to 53 years. Support is provided to 9 children/young people and 19 adults. The program continues to seek families with carers over the age of 60, to meet our required funding targets for Aged Carers Respite services.

This Community Based Respite has increased service delivery by 50% during the 3 month period between February and May 2012. 414 hours of support were provided to families in the Colac Otway area in the month of May. Support is provided in many flexible ways to meet individual and family needs, most of these focusing on independence and community participation as detailed in the following chart.



Working partnerships between Community Based Respite and the following organisations/groups ensures a consistent flow of information and options for families to make informed decisions about the services they access:

- COS Community Services and Health Programs
- Department of Human Services
- Department of Health
- Colac Disability Network
- Barwon South West Workforce Development Group
- Do-Care
- Colanda and Department of Human Services (DHS) Disability Accommodation Support
- Rural Access
- Otway Community College
- Self Directed Approaches Community of Practice
- Colac Autism Community of Practice
- Colac Area Health
- Colac Community Development Network
- Kanyana Centre User Group
- DHS and HACC Partnership Working Group
- Barwon South West Regional Respite Network

This respite support is provided by a team of dedicated Community Care Workers at a variety of times and days of the week. The Older Persons and Ability Support Service (OPASS) is currently recruiting for additional respite staff to meet the demand for evening and weekend support. This will be the final step in an 18 month process of integrating the Community Based Respite program into the OPASS unit. OPASS has given consistent

support to the program which has facilitated the integration of administrative and compliance requirements into existing systems.

RECREATION ARTS AND CULTURE

EVENTS

Otway Soup Festival
The 7th annual Homemade Soup Competition was once again the main attraction of the Winter Festival Day held on 10 June 2012 of the Queen's Birthday long weekend. Other attractions this year included 'Stumpy the Apex Train', a roving clown and a jumping castle providing entertainment for the children. The event also offered market/information stalls featuring the Otways and local produce. A shuttle bus was provided to explore Forrest and other historical features in the area.

Sporting and Community Events Traffic Management Course
15 course participants from local service clubs and community groups and three COS Staff members attended a one day Sporting and Community Events Traffic Management Course on the 5 June 2012 at the Colac Saleyards.

The purpose of the training was to address the increasing cost of traffic management for local events by equipping a group of Colac Otway Shire community and service club members with the knowledge and skills to control traffic at events. In providing this training opportunity the Events Unit aimed to build relationships between groups within the community, to lower the cost of traffic management for local events and to allow service clubs and community groups to share in the revenue from local events.

This was the second time the Colac Otway Shire offered the Sporting and Community Events Traffic Management Course to local service clubs and community groups, with initial training taking place in June 2009. The feedback from course participants, event organisers and service clubs/community groups has been very positive with a number of event organisers praising the skills and diligence local traffic management officers bring to their events.

Upcoming Events
Events which will be held throughout the Colac Otway Shire in July 2012 will be the Colac Urban Fire Brigade 125th Celebration in Colac (13 and 14 July), and the Colac Otway Youth Expo at Bluewater Fitness Centre (19 July).

RECREATION

Central Reserve Oval Redevelopment
The Minister for Sport and Recreation, the Hon Hugh Delahunty, visited Colac on 17 June 2012 to announce funding of $250,000 for the upgrade of the Central Reserve oval. The funding from the State Government's Country Football Netball Program will match $100,000 from the Sustaining Sportsgrounds program, previously announced by Terry Mulder, Member for Polwarth. Council will contribute up to $400,000 ($150,000 from Colac Otway Shire's local government infrastructure program and $250,000 from Council's 2012-2013 budget) to the project which will include:

- Removal of the top 50mm of the surface containing all existing grass, weeds and thatch.
- Construction of a 250mm loam base and creation of new design levels.
- Supply and installation of a new Automatic Irrigation System.
- Installation of a new Drainage System.
- Grassing the oval with Santa Ana Couch.

Tenders for the project are currently being sought and close mid July 2012. It is anticipated that the project will commence in September, immediately after the completion of the 2012 local football season.

Old Beechy Rail Trail

Colac Specialist School

An agreement has been signed between the Colac Otway Shire and the Department of Education and Early Childhood Development (DEECD) regarding the Easement "E-1" over land occupied by the Colac Specialist School. The agreement confirms that Council will not use the Easement for vehicular or pedestrian access while the site is occupied by the DEECD unless otherwise agreed mutually by the DEECD/Colac Specialist School and Council.

Regional Infrastructure Development Fund Grant

Correspondence has been received from the funding body confirming a 12 month extension has been granted for timelines associated with the Old Beechy Rail Trail. This extension was required due to the resignation of the Project Manager (Capital Works Co-ordinator), the time frames required to appoint a new Project Manager and the narrow window of opportunity to complete construction works at Beech Forest due to weather conditions. Council is now required to complete the full project by 30 September 2013 with a post completion report submitted by 30 September 2014.

Playground Audits

Council's 24 playgrounds were audited on 22 May 2012 by Ray Hutchinson & Associates. This assessment is carried out twice a year to ensure maintenance tasks are identified for attention and changes and upgrades to compliance and Australian Standards are highlighted. Actions identified through this audit will now be implemented by Council's Recreation Unit to ensure maintenance standards are met.

Elliminyt Playground Development

Playground project specifications are currently being developed. Tenders are likely to be called for in July 2012 with a review of the submitted tenders in August. A Community Steering Group has been formed comprising interested members of the community, Elliminyt Primary School and parents.

Otway Districts Netball Facilities Upgrade

A funding application has been submitted to the Country Football Netball Program to upgrade the existing netball facilities at the Otway Districts Football Netball Club. This project will resurface two asphalt netball courts and redevelop the existing netball club rooms at Otway Districts Football Netball Club located at Gellibrand Recreation Reserve. The building design will include toilet and shower amenities, change rooms, equipment store room, and dedicated medical and administration area. Council is seeking $60,000 from the Country Football Netball Program. If successful, Council will contribute $15,000 with the balance of the contributions coming from the Otway Districts Football Netball Club.

COPACC

Saturdays @ COPACC

In August and September 2012 the 'Saturdays at COPACC' programme is offering junior and senior drama workshops, ukulele lessons for beginners and intermediate, the COPACC Kids Sing Out youth choir and the COPACC Art Club. A new offering in Term 3 is Creative Dance. Two workshops will be offered – one for primary school children and their families, and the senior class will be for people aged 14 and up. The workshops in Term 2 attracted 50 people each Saturday.

Theatre attendance
There were almost 3,500 attendances at COPACC performances during May 2012. Almost 1,000 children, teachers and families from across the Shire and beyond attended the musical of 'James & the Giant Peach'. COPACC had strong audiences for its season performances. Two community productions also attracted strong attendance.

World Environment Day
COPACC partnered with Corangamite Catchment Management Authority to present 72 workshops to 369 primary school aged students for World Environment Day activities at COPACC on 5 June 2012. An environmental artist was commissioned to create a wetland in the COPACC foyer. More than 140 children also participated in designing a 3D eco-cubby using recyclables. Feedback on the content and organisation of the day was positive. The day was attended by home school families and seven schools across the Shire.

BLUEWATER FITNESS CENTRE

Bluewater Redevelopment Project
The tender seeking contractors to provide architectural services for the Bluewater Fitness Centre Redevelopment Project was advertised in June and closes mid July. An appropriate contractor will be engaged to undertake detailed design and prepare tender documentation for the project which includes a complete redevelopment of the stadium and development of a new hydrotherapy/warm water pool and associated amenities.

Patronage
Casual gym entries have shown an 18% increase for the month of May 2012 when compared to 2011. 122 gym bookings were taken over the month of May which is the third highest recorded and demonstrates that the gym staff are actively booking clients in and following up on previous bookings. May also produced the highest casual program entries for the past 18 months with 262 casual program entries. This can partly be attributed to the excellent job of staff promoting programs that they are taking.

Programming
A new water rehabilitation program called Aqua Balance began at Bluewater at the end of May 2012. The program is held on Wednesday mornings at 10.00am. The program includes participants from the current Multiple Sclerosis exercise group as well as those who were a part of the now terminated Colac Area Health water rehabilitation program.

YOUTH COUNCIL
Colac Otway Shire Youth Council are preparing to host the Youth Expo "Linking Life and Leisure" at Bluewater Fitness centre on 19 July 2012. More than 600 students aged 8 to 12 have already registered to attend the Expo.

During April 2012 Youth Councillors attended a marketing strategy presentation with Council's Economic Development Unit to give their perspective on creating a "brand" to attract new people to live in the Shire.

Youth Councillors met with Colac Do Care to discuss volunteering with elderly residents.

Two Youth Councillors attended the launch of the Otway Business Inc. Business Awards to assist with the evening and network with Colac business owners.

Youth Council is also planning a trip to Government House in August 2012.

INFRASTRUCTURE & SERVICES
CAPITAL WORKS UNIT

Capital Works Update
The capital works and major projects forecast budget for the 2011/12 financial year is $15.578 million of which $13.079 million relates to capital asset works.

Through the monthly reporting, project managers have indicated that projects are generally on track to be completed by June 2012.

As at the end of May, total expenditure for the Capital Works and Major Projects program is approximately $11.065 million.

Old Beechy Rail Trail
Revegetation of the Dinmont to Ditchley section of the Old Beechy Rail trail commenced in May with approximately 2,500 trees planted on site. Ongoing monitoring will be undertaken to see if further works are required.

Documentation for the Trail section through V-Line land at the Colac Railway Station is continuing. It is anticipated trail construction works and associated fencing will commence in July 2012.

Further on-site inspections are required for the Ditchley to Dinmont section to re-establish the trail's alignment. The original alignment was planned to be located within a heavily vegetated gully, however it has been found the gully contains endangered vegetation. Due to the extensive approval process required to remove vegetation, and the considerable amount of vegetation required to be removed, it was considered more appropriate to alter the trail's alignment to go around the edge of the gully. Discussions with the property owner are commencing.

Swan Marsh Road Rail Level Crossing
In conjunction with a VicTrack project to installed boom gates at this level crossing, Colac Otway Shire has received approval to reduce the speed zone through this crossing to 80kmh. Signposting of the reduced speed zone is programmed, and VicTrack anticipate the rail crossing upgrade works will be completed by August 2012.

Sinclair Street South, Elliminyt – Road Construction
The construction of the unsealed section of Sinclair Street South, between Pound Road and Irrewillipe Road, as well as the reconstruction of the Sinclair Street South and Irrewillipe Road intersection are now complete. Work has begun on the finalisation of the Special Charge Scheme.

Urban Drainage Renewal
Work has begun on renewal of drainage infrastructure in Skene Street and Ligar Street, Colac. Work is scheduled for completion by end of the financial year.

Small Town Projects
Beeac "heritage" street lights
Work has commenced on the Beeac "heritage" street lights. The work, will consist of the installation of two (2) additional "heritage style" street lights in Main Street and be completed before the end of the financial year.

Forrest Car park
Work has begun on the Forrest car park improvements on Grant Street, Forrest. Work is to be finalised before the end of July.

SUSTAINABLE ASSETS

Routine Road and Footpath Inspections

The following is a summary of the routine road and footpath network inspections completed during the month of May 2012:

Rural Collector Roads	This covers all roads within the Shire which are classified as Rural Collector Roads. Outcomes of this inspection were that a number of guide posts were found to be either damaged or missing. These have been replaced during the course of inspections. Damaged signs and missing signs were also noted and have been reported to Cosworks for ordering and erection of replacement signs.
Forrest Rural Roads	It was identified that significant potholing of unsealed roads and shoulder scouring had resulted from recent heavy rains in the area. Due to the weather, a number of tree limbs had fallen across some roads in the area. These were responded to by Cosworks' maintenance crews as a matter of urgency. It was also noted that programmed road grading was being undertaken in this inspection area.
Rural Town Road Inspections	Streets within the townships of Cressy, Beeac, Birregurra, Forrest, Gellibrand and Beech Forest urban areas were inspected with no major issues being identified in relation to the serviceability of Council's roads and other road related assets.
Urban Collector Roads	This includes inspections of roads within the urban areas of Colac and Apollo Bay which are classified as Urban Collector Roads. The most prevalent issue that was noted was damaged or missing guide or directional signs. These have been reported to Cosworks for rectification.
Footpath Inspection – Colac Area 4	This incorporates the section of the footpath network in the south east of Colac, extending from Murray Street, Corangamite Street through to Elliminyt. Inspections in this area have commenced. To date, only minor instances of displacement or cracking have been noted. These defects will be responded to within routine maintenance programmes.
Footpath Reconstruction program	The footpath replacement program is progressing with sections of footpath on the north side of Connor Street at the rear of Regal Cream and on the south side at the front of Colac Area Health being replaced. A section of footpath in Stodart Street extending from Bilson to Alexander Street has been completed and replacement works are under way in Howey Court, Colac. Concurrent with this, footpath replacement is also about to commence in Apollo Bay. This includes a section of footpath in Seaview Drive running from Marriners Lookout Road through to Joyce Street.

Building Maintenance and Renewal

Birregurra Public Toilets	Offsite construction of the toilet building has commenced. Site works will begin once the building contractor has been issued a building permit.
COPACC Fire Protection Systems Upgrade	Council is currently working with several specialty theatre staging and equipment supply companies to design a compliant deployment system for the fire curtain in the auditorium. These works are being undertaken in response to the minor works order issued by the Municipal Building Surveyor.

Chapple Vale Hall	The new kitchen has been installed and construction of the toilets is underway.
Eastern Reserve Clubrooms	Interior painting has commenced and is expected to be finalised prior to the end of this financial year.
Kanyana Centre	Interior painting is now complete. This finalises a major refurbishment to this important community facility.
Rae Street Office Redevelopment	The project to undertake refurbishment of the Rae Street Administration Office is presently out to tender. Tenders close on 11 July 2012. It is anticipated that the awarding of contract will be reported to Council at its August 2012 meeting for a resolution.
Apollo Bay Library Redevelopment	Schematic designs for the expansion of the Apollo Bay Library have been finalised with input from members of both Otway Health and Community Services and Corangamite Regional Library Corporation. Council's appointed architect is now steadily working to complete detailed designs and documentation in readiness to go to tender for this project during June 2012.

COSWORKS

Works undertaken by Cosworks during the past month are as follows:

Minor Patching
Minor patching works were undertaken in Apollo Bay streets, Colac streets and around Cressy, Beeac and Birregurra areas.

Major Patching
Major patching works were undertaken on Barham River Road and Bayview Street.

Storm Damage
Over the past month there was wide spread storm damage at various locations, mainly in the Otways and Coastal areas. Staff have been busy attending to these repairs.

Bridge Maintenance
Bridge maintenance works were undertaken on McNamaras Bridge to complete Guard Rail installation and on Hugh Murray Reserve Bridge to replace damaged hand rail.

Roadside Slashing
Roadside slashing works were undertaken in Irrewarra, Beeac and Cressy areas.

Road Regrading
Road regrading has occurred in all areas due to more favourable weather conditions.

Linemarking
Rural centre linemarking has been completed.

Gravel Road Re-sheeting
Gravel road re-sheeting works were undertaken on Barham River Road, Wild Dog Road, Frys Road, Sayers Vista, James Access, Marriners Lookout, Denherts Track, Bennetts Track, Pound & Tramway Roads in Beech Forest, Knights Road Bungador, Old Illuka and Blue Johanna roads.

Routine Drainage Works
Routine Drainage works were completed in the last month in Wye River, Kennett River, Separation Creek, Apollo Bay and Marengo townships, together with Thomson Street Outfall Apollo Bay, Kawarren, Gellibrand and Beech Forest Areas. Works were also completed in Skene Street, Colac.

Major Drainage Works
Major drainage works were completed on Blue Johanna Road, Sand Road, Moomoowrong Road, Buruppa Road, Riches Access, Pleasant Place, Smiths Lane, Football Road, Nightingales Road, Old Irrewillipe Road, Sextons Road, N Dennis Road, Bullivant Road, Normans Road Eurack and Beeac–Warrowie Road.

Sport Ovals
Mowing of the ovals continues as per program.

Tree Maintenance
Tree maintenance works were completed on Barham River Road, Pascoe Street and Colac Lorne Road.

Township Mowing
Township mowing continues in accordance with the mowing program around Apollo Bay, Gellibrand, Carlisle, Forrest, Barwon Downs, Loves Creek, Colac and Birregurra townships.

Old Beechy Rail Trail
Works have been undertaken along the Old Beechy Rail Trail including removal of dangerous fallen trees. Anti–slip treatments were applied to bridges at Loves Creek and Wonga Road Crossings.

MAJOR CONTRACTS/WASTE UNIT

Waterway Managers Workshop
A Maritime Safety Waterways Manager Workshop was held at Warrnambool organized by Transport Safety Victoria (TSV) on 15 May 2012. The workshop provided the Port Managers a general overview of the main features of the *Marine Safety Act 2010* and the role the Department of Sustainability & Environment (DSE) will play in supporting the Waterway Managers in fulfilling the new requirements. The features of the new legislation specific to the Waterway Managers were explained.

The procedures for making permanent rules, urgent safety rules and management of events, emergencies, permits and works over waterways was discussed together with case studies and examples. Discussion was also held on risk management and appointment of Waterway Managers.

Some of the main features of the new legislation that were highlighted are:

- The registration and licensing process and control of hoon behaviour – involvement of Victoria Police in managing the hoon activities in the waterways.
- New requirements for commercial vessels from 1 July 2012 requiring submission of Certificate of Survey incorporating Safe Construction Certificate (SCC) and Safe Operation Certificate (SCSOC).
- Managed/unmanaged waterways - TSV (Transport Safety Victoria) will be the default waterway manager for all waterways where there is no appointed Port Management Board, local Port Manager or Waterway Manager.
- Discussion on differences between the old and new legislation.

- Principles of marine safety focussing on shared responsibility, integrated risk management and principles of enforcement.
- The specifics of marine safety duties involving port management bodies, commercial operated vessels, marine designers, manufacturers, suppliers, marine contractors, masters, users of recreational vessels and passengers on vessels.
- The application of 'So Far As Is Reasonably Practicable' (SFAIRP) test for the assessment of risks and incidents.
- The person at the time of the offence will be deemed as the responsible person in relation to the offence as if that person was the master of the vessel at that time.

Tenders

Tenders opened since the last reporting period:
1209 – External Plant Hire
1210 – Annual Supply of Concrete Works
1219 – Recruitment Services – Casual Employees
1206 – Building Surveying & Inspection Services
1220 – Urban Drainage Renewal 2012
1217 – Planning Consultancy Services
1215 – Special Employment Arrangement for Parks & Gardens Staff
1222 – Supply & Deliver Three Tonne Tip Truck
1223 – Internal Audit Services
1224 – Colac High School Master Plan

Major Quotations opened since the last reporting period:
Q2011/12-38 – Stream Stability Investigation – Barongarook Creek

Tenders awarded since the last reporting period:
1205 – Provision of a Telecommunications System – to NSC Group Pty Ltd
1207 – Forrest Carpark Construction – to Deja Eight Pty Ltd
1211 – Supply & Delivery of Bituminous Products – to Fulton Hogan Industries Pty Ltd
1213 – Provision of Consultancy Services– Neighbourhood Safer Places – Vegetation Management – to Ecology Consultants Pty Ltd
1220 – Urban Drainage Renewal 2012 – to R Slater & Sons Pty Ltd
1233 – Election Services – to Victorian Electoral Commission

Major Quotations awarded since the last reporting period:
Q2011/12-45 – Beeac Heritage Streetlights Installation – to Phils Electrical
Q2011/12-47 – Neighbourhood Safer Places – Car Park Design & Layout – to Hyder Consulting Pty Ltd

Tenders advertised since the last reporting period:
1226 – Building Maintenance Services, closed 13 June 2012
1229 – Supply & Deliver Tip Truck & Dog, closed 13 June 2012
1230 – Supply & Deliver 9 Cu M Tip Truck, closed 13 June 2012
1228 – Storage Area Network (SAN) & Virtualisation Upgrade, closed 20 June 2012
1227 – Rae Street Office Refurbishment, closing 11 July 2012

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. Fill to lots is continuing with surface drainage, landscaping and some ancillary works remaining.
Wyuna Estate Footpath Construction	All concrete footpath has been constructed. Installation of tactile ground surface indicators (TSGIs) at crossings are required to be installed by the developer before Council fully accepts the work.
38-46 Cawood Street Subdivision 20 lots & reserve	Works are complete for this new subdivision following the recent construction of a gravel path and fence on the public open space. It is expected that compliance will be achieved shortly.
202A Pound Road Stage 1 13 Lots	Road and drainage works are nearing completion with asphalting and ancillary works to be completed soon. It is expected to achieve completion at the end of June with a compliance certificate issued shortly thereafter.

Marengo Landfill Rehabilitation Works
Over the past month the occurrence of rain and inclement weather has not stopped works. The contractor managed to construct a track through the middle of the site so vehicles and plant could access and works continued placing topsoil. The contract will be completed by the end of June 2012 but establishment of grass cover will continue over the following month.

Asphalt Works
The tennis court at Barwon Downs is the only asphalt overlay job remaining to be completed on a contract which included Apollo Bay Transfer Station, intersection overlays and the Forrest tennis court. The necessary remedial pavement work at Barwon Downs has now been completed and the asphalt contractor is expected to complete the overlay shortly. Linemarking will follow.

Forrest Carpark Construction
Deja Eight Pty Ltd has been engaged to construct the carpark at the corner of Turner Drive and Birregurra-Forrest Road. Works are programmed to commence in late June 2012 with completion about a month later depending on suitable weather conditions.

Drainage Renewal - Ligar Street and Skene Street
R Slater & Sons commenced work to renew drainage in Ligar Street and in Skene Street, Colac. Work includes replacement of 450mm diameter reinforced concrete pipe behind existing kerb and channel and reinstatement of nature strips and driveways. The contract will be completed by end of June 2012.

SUSTAINABLE PLANNING & DEVELOPMENT
Planning & Building

G21 Regional Growth Plan
The public exhibition period for the draft G21 Regional Growth Plan ended on 18 May 2012. The Plan covers the five municipalities in the G21 region including Colac Otway Shire, Surf Coast Shire, City of Greater Geelong, Golden Plains Shire and Borough of Queenscliff. The plan provides a co-ordinated approach to land use planning and infrastructure provision across the region to meet the anticipated growth of the region's population to more than 500,000 over the next forty years. Project officers are finalising the plan, taking into account feedback received, and aim to complete the project in July 2012. It is intended that the final plan will be reported to Council at the August 2012 meeting.

Rural Living Strategy (Amendment C69)
Planning Scheme Amendment C69, which implements key outcomes of the adopted Rural Living Strategy and Forrest Structure Plan was on exhibition for six weeks up until 21 June 2012. The submissions are being reviewed, with an intention to report on issues raised in submissions to the July 2012 Council meeting. It is anticipated that an independent panel will be required to consider the submissions.

Planning Scheme Amendment C65
Council resolved at its May 2012 meeting to split Amendment C65 into two parts, with the proposal to vary the boundary of the Design and Development Overlay between Schedules 6 and 7, which received submissions, to be referred to a Panel for consideration (known as Part 1). Officers are in the process of arranging the appointment of a panel. Council adopted the balance of the amendment, known as Part 2. The adopted amendment documents have been forwarded to the State Planning Minister for approval.

Planning Scheme Amendment C68
The public exhibition period for Amendment C68 ended on 3 May 2012 with only one submission received. The amendment proposes to apply the Erosion Management Overlay (EMO) to some additional areas and amends the Overlay Schedule to align it with current industry best practice. The amendment follows the recent gazettal by the State Government of a complimentary amendment (C54) which reduced the coverage of the EMO in specific towns in the Shire where the new mapping had confirmed that it was not required. A report will be presented to Council in the coming months for consideration of submissions.

State Funding for Development of Local Policy Concerning Bushfire Risk
The Department of Planning and Community Development (DPCD) has approved the scope of works for two projects to be undertaken by Council using the $120,000 grant received from the State Government in 2011. The grant is for the purpose of developing local policy to complement new state-wide bushfire planning provisions that were introduced into planning schemes on 18 November 2011.

The projects will include development of schedules to the Bushfire Management Overlay for specific towns to introduce standardised requirements for planning applications and reduce the burden for permit applicants, Council and the CFA.

It will include strategic assessments of the growth potential for Gellibrand, Forrest, Beech Forest and Lavers Hill from a bushfire risk perspective (this is follow-on work from the recent Rural Living Strategy). Officers are currently seeking tenders from suitable consultants to undertake the work.

Planning Scheme Amendment – Update to Biodiversity Mapping
A consultant planner has been appointed using State Government funds under the Rural Planning Flying Squad program to prepare and oversee an amendment to the Planning Scheme which will update the mapping of the Vegetation Protection Overlay and Environmental Significance Overlay based on biodiversity mapping undertaken in 2009 by the Department of Sustainability and Environment (DSE). A report will be put to Council in the coming months seeking support to pursue authorisation from the Planning Minister to exhibit the amendment.

Planning Scheme Amendment – Salinity Management Overlay
A consultant planner has also been appointed using funds from the Rural Planning Flying Squad program to prepare and oversee an amendment to the Planning Scheme which introduces the Salinity Management Overlay to areas mapped by the Corangamite Catchment Management Authority (CCMA) as being affected by salinity. Council resolved in September 2009 to prepare the amendment, but officers have not been able to proceed whilst waiting for updated mapping from the CCMA. It is expected this amendment can be placed on exhibition in the latter part of this year. Officers will be seeking authorisation from the Planning Minister to exhibit the amendment.

Heritage Strategy
Officers have engaged the Council's Heritage Adviser to prepare a Heritage Strategy for the Shire. The Heritage Adviser position is part funded by an annual grant from Heritage Victoria ($5,000), and the conditions of this funding were altered this year to require that a Strategy be developed by each Council prior to 30 June 2013. Council provides matching funding of $5,000 for this position. The Strategy will undertake an audit of actions already taken by Council concerning heritage, and document actions Council can further take in the future. The work will be undertaken using the existing Heritage Adviser funding allocation in the budget.

Planning Scheme Amendment – Implementation of the Colac CBD and Entrances project and Colac and Apollo Bay Car Parking Strategy
Officers are preparing an amendment to the planning scheme that introduces new provisions to implement the adopted Colac CBD and Entrances Project and Colac and Apollo Bay Car Parking Strategy. It is anticipated that authorisation will be sought from the Planning Minister for exhibition of the amendment in the coming months.

Environment & Community Safety

Environmental Sustainability Initiatives in the new Sustainable Planning & Development Office
In 2011 an ecologically sustainable design (ESD) assessment was undertaken for the new SP&D Office to identify future energy and water saving opportunities. With an objective to economise the building's future energy and water consumption, consideration was given to all aspects of the intended refurbishment including passive and active design elements, energy efficiency and onsite renewable energy generation.

The ESD report identified all possible options available to reduce electricity and water consumption. Based on the ESD report's recommendations, the following improvements were made: double glazed windows; occupancy sensors and external daylight sensors; zoned lighting; installation of skylights and 4 star water fittings; and also installation of a 6.08kW photo voltaic solar panel system and a solar hot water system. A water tank will also be installed in the near future for use in the building's toilets to help further reduce potable water use.

These measures are expected to reduce electricity and water consumption for the office by 20-30%. The new SP&D Office provides a useful case study in green building retrofits and will allow for tracking of savings over time to demonstrate the savings and paybacks achievable by green refurbishments when compared to standard office retrofits.

Animal Registrations
Domestic animal registrations for the 2012/2013 period were due on 10 April 2012. To date 6,384 registrations have been paid but the owners of many animals that were registered last year have yet to have the registration renewed for this year. A reminder notice has been sent out to those people that haven't renewed their animal registrations. Council would like to hear from anyone who has any questions about registering animals but it is worth reminding people with new pets that all cats and dogs over three months old need to be registered. Enforcement action will be taken in relation to unregistered animals in June. A penalty of $244 will be issued to owners for each animal that is not registered.

Neighbourhood Safer Places Tenders
Council has engaged consultants to develop fully costed work plans for designating Neighbourhood Safer Places – Places of Last Resort at potential sites at Carlisle River, Forrest and Barwon Downs. The work plans primarily relate to managing hazardous vegetation and installing suitable car parking. Information sessions have been held in Forrest and Carlisle River to explain the process that Council is going through. Once the work plans are completed additional community meetings will be held to get feedback from local people about the proposed works. A recommendation report will then be sent to Council for consideration prior to any works being undertaken.

Economic Development

Colac Marketing Strategy
Brand Bureau is currently working on a number of new Colac brand alternatives to present to a Council workshop before a report to Council in August 2012.

Tourism
The Otways Tourism Advisory Group has indicated a willingness to become a formal Community Advisory Committee to Council. This will be subject of a report to Council in July 2012.

Visitor numbers are lower than last year at this time. European and North American visitors are the main international groups while in 2012/13 growth is expected from the Chinese, Singaporean and Indonesian markets. The high Australian dollar is a factor in international travel to Australia however distance is still the main deterrent. Domestic travel remains strong in our region due to the strong state of the Australian economy.

Small Towns Improvement Program (STIP)
The STIP Advisory Committee has met to assess 2012/13 applications. Recommendations will be discussed at a Council workshop before a report to Council for allocation of funds in July 2012. Proposals for projects have been received from Swan Marsh, Carlisle River, Beeac, Cressy, Birregurra, Forrest, Beech Forest, Barwon Downs and Apollo Bay.

Business Development
A seminar for businesses on carbon pricing and the impacts and opportunities for business will be held on 28 June 2012.

A series of new business leaders breakfasts has commenced to engage the next generation of owner/operators and managers working in local business.

The results of the annual business survey released recently indicated that more than 83 per cent of Colac Otway Shire's businesspeople believe the local economy will remain the same or improve this year and 40 per cent of business owners plan to employ new staff within the next 12 months to two years.

Murray Street Signs.
Vic Roads will soon commence rationalisation of street and directional signage in Murray Street Colac at the intersections of Queen, Gellibrand and Corangamite Streets. The purpose is to remove visual clutter and to better direct people to their destination.

This rationalisation is a part of an overall program being undertaken by VicRoads across South West Victoria which has already seen signage improved at Ferguson and Beech Forest and will see improvements at Cape Otway, Lavers Hill and the Barham River Road in Apollo Bay.

Colac High School Master Plan
The tender process for this project has closed and assessment is currently being conducted. An appointment of a consultant is expected before the end of June 2012.

Attachments
Nil

Recommendation(s)

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

~~~~~~~~~~~~~~~~~~~~ ~~~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~~~

CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion
W = Withdrawal

ITEM	D	W
CORPORATE AND COMMUNITY SERVICES **OM122706-2 FESTIVAL & EVENTS SUPPORT SCHEME 2012-13** Department: Corporate and Community Services ***Recommendation(s)*** ***That Council:*** *1.* ***That Council adopts the recommendations made by the Festival and Events Support Scheme Advisory Committee for categories of the various events and funding allocations to events under the Colac Otway Festival and Events Support Scheme 2012-13.***		

	Event	*Funding*
1	*Run Colac*	*$500*
2	*GMHBA Fun Run*	*$500*
3	*OBRT Fun Run*	*$500*
4	*Warrion Flower Show*	*$1,000*
5	*Heritage Festival*	*$1,000*
6	*Forrest 6 Hour Race*	*$1,000*
7	*Colac Orchid Show*	*$500*
8	*Colac Otway Youth Expo*	*$2,500*
9	*Colac Garden and Lifestyle Expo*	*$1,000*
10	*100th Centenary Beeac Golf Club*	*$2,500*
11	*Alvie Festival*	*$2,000*
12	*Forrest 2 Day Mountain Bike Festival*	*$1,000*
13	*Colac Allstar Game*	*$500*
14	*Rainforest Ride*	*Nil*
15	*Birregurra and Warncoort Open Studio Weekend*	*$1,000*
16	*Otway Soup Festival*	*$1,000*
17	*Community Choir at Birregurra Festival*	*$500*
18	*Opera in the Otways*	*$3,000*
19	*Gellibrand River Blues and Blueberry Festival*	*$4,000*
20	*CrossXPollination Exhibition*	*$2,000*
21	*Colac CFA 125th Celebration*	*$5,000*
22	*Amy Gran Fondo*	*$2,000*

	23	***Carols by Candlelight***	***$5,000***	
	24	***Kona Odyssey***	***$1,000***	
	25	***Seafood Festival***	***$4,000***	
	26	***Colac Kana Festival***	***$5,000***	
	27	***Apollo Bay Music Festival***	***$5,000***	
	28	***GOR Marathon***	***$4,000***	
	29	***Birregurra Weekend Festival***	***$3,000***	
		TOTAL FUNDING	***$60,000***	

OM122706-3 2012-2013 COMMUNITY FUNDING PROGRAM

Department: Corporate and Community Services

Recommendation(s)

That Council:

1. Approves the recommendations from the Grants/Community Funding Advisory Committee for grants from the 2012/2013 Community Funding Program, total expenditure under each of the funding categories as follows:

a. Recreation Facilities $80,605

Apollo Bay Arts Inc (Gallery)	***$4,500***
Apollo Bay Pony Club	***$4,905***
Beeac Tennis Club	***$3,000***
Beech Forest Progress Association	***$3,700***
City United Cricket Club	***$4,000***
Colac Aero Club	***$3,850***
Colac Aerodrome Committee of Management	***$4,000***
Colac Central Bowling Club Inc	***$875***
Colac Cricket Club	***$4,500***
Colac Football Netball Club Inc	***$4,000***
Colac Pony Club	***$3,670***
Elliminyt Public Hall Inc	***$2,740***
Elliminyt Tennis Club	***$150***
Forrest Public Hall	***$4,000***
Irrewarra Beeac Football Netball Club	***$4,500***
Irrewillipe Sports & Entertainment Complex	***$1,975***
Johanna Public Purpose Reserve Committee Inc.	***$2,650***
Simpson Car Club Inc	***$4,500***
Victorian Field & Game Association (Colac Incorporated)	***$4,500***
Warrion Cricket Club	***$4,400***
Warrion Hall Committee	***$1,800***
Warrion Recreation Reserve CoM	***$4,000***
Yuulong Hall Committee	***$4,390***

b. Community Projects $25,280 ***Apollo Bay Tuesday Arts Group $3,000*** ***Colac & District Family History Group Inc $2,445*** ***Colac Tigers Football/Netball Club $1,370*** ***Colac Wood Turners & Wood Crafters Guild Inc $2,050*** ***Otway Health & Community Services $3,500*** ***Polwarth & District Tennis Association Inc $4,000*** ***SES Colac Unit $1,600*** ***Southern Otway Food Co-operative $4,315*** ***The Rotary Club of Colac West $3,000*** ***c. Small Equipment & Training $13,935*** ***Apollo Bay Youth Club $850*** ***Barongarook Hall & Tennis Reserve Committee $1,000*** ***Birregurra Community Group $1,000*** ***Colac & District Football League Netball Assoc. $875*** ***Colac & District Historical Society $540*** ***Colac & District Pipes & Drums Inc $1,000*** ***Colac Basketball Association Inc $1,000*** ***Colac Chorale $1,000*** ***Colac Pony Club $525*** ***Colac Swim Club Inc $949*** ***Colac Table Tennis Association Inc $997*** ***Colac Toy Library $423*** ***Elliminyt Tennis Club Inc $189*** ***Irrewillipe Sports & Entertainment Complex $750*** ***Larpent Hall Committee $525*** ***Larpent Indoor Bias Bowls Club $312*** ***Lions Club of Forrest & District $1,000*** ***Otway Districts Football Netball Club Inc $1,000***		
OM122706-4 2012-2013 COMMUNITY FUNDING PROGRAM COPACC ASSISTANCE Department: Corporate and Community Services ***Recommendation(s)*** ***That Council approves the officer recommendations from the Grants/Community Funding Advisory Committee for the 2012/2013 Community Funding Program, as follows:*** ***COPACC Assistance $10,000:*** ***Let's Dance $500*** ***Meriba Service Club of Colac $1,286*** ***Colac West Primary School $700***		

The Colac Players Inc $2,500 ***South West Do Care $2,864*** ***FReeZA Colac (Lac & Co Productions) $500*** ***Polwarth District Tennis Association Inc $900*** ***Colac Otway Disability Accommodation Inc $750***		
OM122706-5 REVIEW OF COUNCIL POLICIES Department: Corporate and Community Services ***Recommendation(s)*** ***That Council adopts the following revised policies:*** • ***Policy No 7.3 Risk Management Policy*** • ***Policy No 16.1 Internal Audit Policy.***		
OM122706-6 AUTHORISATION OF OFFICERS (PLANNING AND ENVIRONMENT ACT) Department: Corporate and Community Services ***Recommendation(s)*** ***That Council:*** ***1. Appoints Statutory Planning Officers Beverly Merrett and Gemma Browning as authorised officers pursuant to the Planning and Environment Act 1987.*** ***2. Notes that the Instrument of Appointment and Authorisation comes into force immediately the common seal of Council is affixed to the Instrument and remains in force until Council determines to vary or revoke it.*** ***3. Delegates to the Chief Executive Officer authority to sign and place under Council Seal the Instrument of Appointment and Authorisation.***		

OM122706-7 DISCONTINUANCE OF PART OF YAUGHER ROAD, ROAD RESERVE, FORREST

Department: Corporate and Community Services

Recommendation(s)

That Council:

1. ***Having conducted statutory procedures to discontinue a triangular shaped portion of the Yaugher Road reserve of 6,228 metres sq in area and received no submissions in regard to the proposal hereby resolves this portion of road reserve be discontinued pursuant to clause 3, schedule 10 of the Local Government Act 1989.***

2. ***Transfers the portion of land to the owner of the abutting property (2 Yaugher Road, Forrest) in return for a 7,048 metres sq. portion of land abutting Birregurra-Forrest Road (being part of 2235 Birregurra-Forrest Road, Forrest) in accordance with its 2008 agreement with the owner of that property.***

3. ***Notes that the Council's resolution to discontinue this part of the Yaugher Road road reserve be published in the Victorian Government Gazette.***

4. ***Delegates to the Chief Executive Officer authority to sign and place under Council seal any documents connected with the transfer of this land to the owner of 2235 Birregurra-Forrest Road, Forrest where required.***

OM122706-8 COUNCIL PLAN REVIEW (INCLUDING STRATEGIC RESOURCE PLAN)

Department: Corporate and Community Services

Recommendation(s)

That Council adopts the revised Council Plan 2009/2013 (including the Strategic Resource Plan 2012-2013 to 2015-2016) and forwards a copy of the Plan to the Minister for Local Government.

OM122706-9 ADOPTION OF THE 2012-2013 BUDGET

Department: Corporate and Community Services

Recommendation(s)

That Council:

1. ***Having considered all submissions received, adopts the 2012-2013 Budget annexed to this resolution as Attachment 1 in accordance with Section 130 of the Local Government Act 1989 (the Act).***

2. ***Authorises the Chief Executive Officer to:***

    a. ***Give public notice of this decision to adopt the 2012-2013 Budget, in accordance with Section 130(2) of the Act;***

    b. ***Forward a copy of the adopted Budget to the Minister for Local Government before 31 August 2012, in accordance with Section 130(4) of the Act;***

    c. ***Make available a copy of the adopted Budget at the Rae Street Office and the Apollo Bay Customer Service Centre for public inspection in accordance with Section 130(9) of the Act; and***

    d. ***Thank persons making submissions to the budget in writing for their submission and advise of the outcome of the budget decision.***

3. ***Authorises the amount intended to be raised.***

    An amount of $ 23,262,718 be declared as the amount that Council intends to raise by general rates, municipal charge and service (Waste Management) charges, which is calculated as follows:

    Category
    General Rates (including Supplementary rates)
    Municipal Charge
    Annual Service (Waste Management) Charges
    TOTAL

4. ***Authorises a general rate be declared for the period commencing 1 July 2012 to 30 June 2013 and that:***

4.1 It be declared that the general rate be raised by the application of differential rates.

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

<u>4.2.1 Residential Land – Colac, Colac East, Colac West or Elliminyt</u>
Any land which is located in Colac, Colac East, Colac West or Elliminyt that is not zoned for commercial or industrial use and which:

4.2.1.1 is vacant or used primarily for residential purposes and is less than 1.0 hectare in area; and
4.2.1.2 does not have the characteristics of:
a) Rural Farm Land;
b) Holiday Rental Land; or
c) Commercial/Industrial Land – Colac, Colac East, Colac West or Elliminyt.

<u>4.2.2 Residential Land - Balance of Shire</u>
Any land which is 1.0 hectare or more in area or which is not located in Colac, Colac East, Colac West or Elliminyt that:

4.2.2.1 is vacant or used primarily for residential purposes; and
4.2.2.2 does not have the characteristics of:
a) Rural Farm Land;
b) Holiday Rental Land;
c) Commercial/Industrial Land – Colac, Colac East, Colac West or Elliminyt; or
d) Commercial/Industrial Land – Balance of Shire.

<u>4.2.3 Rural Farm Land</u>
Any land which is "Farm Land" within the meaning of Section 2 of the Valuation of Land Act 1960.

<u>4.2.4 Holiday Rental Land</u>
Any land that contains a dwelling, cabin or house or part of a house that:

4.2.4.1 is used for the provision of holiday accommodation for the purpose of generating income; or
4.2.4.2 is made generally available for

holiday accommodation and is a secondary or supplemental source of income for the owner. ***Note: Typically, the category will include absentee owned holiday houses, owner occupied "Bed and Breakfast" establishments, farm properties with accommodation cabins, holiday farms and the like.*** ***The category will not include land used to provide tourist/holiday accommodation on an overtly commercial scale and basis where the provision of accommodation is an integral part of the use of the property. The types of properties excluded from this category would include motels, resorts, hotels with accommodation, caravan parks, centrally managed and promoted multi unit developments and the like.*** ***<u>4.2.5 Commercial/Industrial Land - Colac, Colac East, Colac West or Elliminyt</u>*** ***Any land which is located in Colac, Colac East, Colac West or Elliminyt which:*** ***4.2.5.1 does not have the characteristics of:*** ***a) Rural Farm Land;*** ***b) Residential Land – Colac, Colac East, Colac West or Elliminyt; or*** ***c) Holiday Rental Land; and*** ***4.2.5.2 is used primarily for:*** ***a) the sale of goods or services;*** ***b) other commercial purposes; or*** ***c) industrial purposes*** ***or which is vacant but zoned for commercial or industrial use.*** ***<u>4.2.6 Commercial/Industrial Land - Balance of Shire</u>*** ***Any land which is not located in Colac, Colac East, Colac West or Elliminyt which:*** ***4.2.6.1 does not have the characteristics of:*** ***a) Rural Farm Land;*** ***b) Residential Land – Balance of Shire; or*** ***c) Holiday Rental Land; and*** ***4.2.6.2 is used primarily for:*** ***a) the sale of goods or services;***		

b) other commercial purposes; or

c) industrial purposes

or which is vacant but zoned for commercial or industrial use.

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

Residential- Colac, Colac East, Colac West, Elliminyt
Residential- Balance of Shire
Rural- Farm
Holiday Rental
Commercial/Industrial - Colac, Colac East, Colac West, Elliminyt
Commercial/Industrial- Balance of Shire

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

4.4.1 the respective objectives of each differential rate be those specified in Appendix B of the 2012-2013 Budget Document.

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

4.4.3 the respective uses and levels of each differential rate in relation to those respective types or classes of land be those described in the Schedule to this Recommendation; and

4.4.4 the relevant:

4.4.4.1 uses of;

4.4.4.2 geographical locations of; and

4.4.4.3 planning scheme zonings of; and

4.4.4.4 types of buildings on the

respective types or classes of land be those identified in Appendix B of the 2012-2013 Budget Document. ***5 Authorises a Municipal Charge be declared for the period commencing 1 July 2012 to 30 June 2013 to cover some of the administrative costs of the Council.*** ***5.1 The Municipal Charge be the sum of $149 per annum for each rateable property in respect of which a municipal charge can be levied.*** ***6 Authorises the following Annual Service (Waste Management) Charges*** ***6.1 An annual service (waste management) charge of $277.00 per annum be declared for:*** ***6.1.1 all land used primarily for residential or commercial purposes; or*** ***6.1.2 other land in respect of which a weekly waste collection and disposal service is provided, for the period 1 July 2012 to 30 June 2013.*** ***6.2 An annual service (waste management) charge of $186.00 per annum be declared for:*** ***6.2.1 all land used primarily for residential or commercial purposes; or*** ***6.2.2 other land in respect of which a fortnightly waste collection and disposal service is provided, for the period 1 July 2012 to 30 June 2013.*** ***7 Authorises a Special Charge of $0.20 per hectare will be declared on those properties located within the Aire River Drainage Scheme for the period 1 July 2012 to 30 June 2013.*** ***8 Authorises a Special Charge for the Tirrengower drainage works previously declared by Council be fixed at $2.50 per hectare for the period 1 July 2012 to 30 June 2013.*** ***9 Declares that it be recorded that Council requires any person to pay interest at the maximum rate fixed under Section 2 of the Penalty Interest Rates Act 1983 as the rate set out in accordance with Section 172(2) of the Act on any amounts of rates***		

and charges which: ***9.1 that person is liable to pay; and*** ***9.2 have not been paid by the date specified for their payment.*** ***10 Allows a lump sum payment and 4 instalment payments for the 2012-2013 year, on the dates published in the Victoria Government Gazette by the Minister and in accordance with Section 167 of the Act.*** ***11 Authorises the General Manager Corporate & Community Services, Manager Finance and Customer Service and the Revenue Co-ordinator to levy and recover the general rates, municipal charge and annual service charges in accordance with the Act.*** ***12 Proposes to utilise $200,000 from the Plant Replacement Reserve for the purpose of providing matching funding for the redevelopment of the Central Reserve Oval.*** ***13 Proposes to repay the $200,000 to the Plant Replacement Reserve over a maximum term of three years.*** ***14 Proposes to borrow up to $1,500,000 strictly for the purpose of proposed works at the Colac Livestock Selling Centre. The final amount to be borrowed and the term of the loan will be dependent on the tender process/s and the repayment schedule at the time the funds are required.***		

<u>Recommendation</u>

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

MOVED .....

SECONDED .....

OM122706-2 FESTIVAL & EVENTS SUPPORT SCHEME 2012-13

AUTHOR:	Vicki Jeffrey	ENDORSED:	Colin Hayman
DEPARTMENT:	Corporate & Community Services	FILE REF:	F11/3291

Purpose
The purpose of this report is to seek Council endorsement of recommendations made by the Festival and Event Support Scheme Advisory Committee for applications received under the Colac Otway Festival and Events Support Scheme 2012-13.

Declaration of Interests
The following interest was declared at the meeting of the Festival and Events Support Scheme Advisory Committee:

Vicki Jeffrey, Events Officer declared an interest in the Birregurra Weekend Festival.
Cr Frank Buchanan explained that he was no longer on the board of the GOR Marathon. Cr Buchanan noted that he was not involved in facilitating the event and remained in the meeting during the GOR Marathon discussions.

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

Background
The aims and objectives of the Festivals and Events Support Scheme are to:

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

Applications for the Support Scheme closed on 4 May 2012 with a total of 29 submissions being received.

The 2012/13 Draft Budget allocates $60,000 funding for the Festival and Events Support Scheme.

A meeting of the Festival and Events Support Scheme Advisory Committee was held 30 May 2012 consisting of Cr Crook, Cr Russell, Cr Buchanan, Cr Stuart Hart, Deb Kearney (Community Development Coordinator Regional Delivery – Barwon South West Regional

Development Victoria DPCD), Adrian Healey (Tourism Development Officer – Colac Otway Shire) and Vicki Jeffrey (Events Officer – Colac Otway Shire).

Sponsorship was assessed under the following criteria:

Sponsorship Funding Category	Sponsorship Benefit Commercial Event	Sponsorship Benefit Community Event
1. Platinum Sponsorship (up to $7,500)	This level of sponsorship is available to Major Events with an international significance, significant "Icon Status" events within the Colac Otway Shire. Events in this category attract 5,000 or more attendees. Events within this category will provide significant benefits to the Colac Otway Shire in terms of economic, social and cultural growth to the region. The event will also provide a significant promotional and marketing opportunity (including print, signage, TV, radio and web) to the Colac Otway Shire.	This level of sponsorship is available to Major Community Events. Events in this category attract 5,000 or more attendees. Events within this category will provide significant benefits to the Colac Otway Shire in terms of at least two of the following areas: economic, social and cultural contributions to the local community. Events within this category must demonstrate a significant community focus.
2. Gold Sponsorship (up to $5,000)	This level of sponsorship is available to Major Events with considerable significance within the Colac Otway Shire. Events in this category attract between 2,000-5,000 attendees Events within this category will provide strong benefits to the Colac Otway Shire in terms of economic, social and cultural contributions to the local community. The event will also provide considerable promotional marketing opportunity (including print, signage, radio and web) to the Colac Otway Shire and be a motivator for people to visit the region.	This level of sponsorship is available to Community Events with considerable significance within the Colac Otway Shire. Events in this category attract between 2,000-5,000 attendees Events within this category will provide strong benefits to the Colac Otway Shire in terms of at least two of the following areas: economic, social and cultural contributions to the local community. Events within this category must demonstrate a strong community focus.

Sponsorship Funding Category	Sponsorship Benefit Commercial	Sponsorship Benefit Community
3. Silver Sponsorship (up to $2,500)	This level of sponsorship is available to Minor Events within the Colac Otway Shire. Events in this category attract between 1,000 - 2,000 attendees. Events within this category will provide reasonable benefits to the Colac Otway Shire in terms of economic, social and cultural growth to the region. The event will also provide some promotional and marketing opportunity (including print, signage, and web) to the Colac Otway Shire and may be a motivator for people to visit the region.	This level of sponsorship is available to Community Events within the Colac Otway Shire, which attract between 1,000 - 2,000 attendees. Events within this category will provide reasonable benefits to the Colac Otway Shire in terms of at least two of the following areas: economic, social and cultural contributions to the local community. Events within this category must demonstrate reasonable community focus.
4. Bronze Sponsorship (under $1,000)	This level of sponsorship is available to Minor Events within the Colac Otway region. Events in this category will have an attendance of up to 1,000 Events within this category will provide some benefits to the Colac Otway Shire in terms of economic, cultural and social growth to the region. The event will also provide some promotional marketing opportunity (including print, signage and web) to the Colac Otway Shire and may be a motivator for people to visit the region.	This level of sponsorship is available to Minor Community Events within the Colac Otway region. Events in this category will have an attendance of up to 1,000. Events within this category will provide some benefits to the Colac Otway Shire in terms of at least two of the following areas: economic, cultural and social growth to the region. Events within this category must demonstrate some community focus.
5. Seed Funding (under $1,000)	This level of sponsorship is available to newly established events within the Colac Otway region.	This level of sponsorship is available to newly established events within the Colac Otway region.

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 Colac Otway Festival and Events Support Scheme 2012-13 is a direct outcome of the recommendations contained in the 2007-2011 Festivals and Events Strategy, endorsed by Council in January 2007.

Issues / Options

Applications received

A total of twenty nine (29) applications were received under the 2012-13 Festival and Support Scheme comprising the following events:

1. Run Colac 2013
2. GMHBA Fun Run 2013
3. OBRT Fun Run 2013
4. Warrion Flower Show 2012
5. Heritage Festival 2013
6. Forrest 6 Hour Race 2013
7. Colac Orchid Show 2012
8. Colac Otway Youth Expo 2012
9. Colac Garden and Lifestyle Expo 2012
10. 100th Centenary Beeac Golf Club 2012
11. Alvie Festival 2012
12. Forrest 2 Day Mountain Bike Festival 2012
13. Colac Allstar Game January 2013
14. Rainforest Ride 2013
15. Birregurra and Warncoort Open Studio Weekend
16. Otway Soup Festival 2013
17. Community Choir at Birregurra Festival 2012
18. Opera in the Otways 2012
19. Gellibrand River Blues and Blueberry Festival 2013
20. CrossXPollination Exhibition 2013
21. Colac 125th CFA Celebration 2012
22. Amy Grand Fondo 2012
23. Carols by Candlelight 2012
24. Kona Odyssey 2013
25. Seafood Festival 2013
26. Colac Kana Festival 2013
27. Apollo Bay Music Festival 2013
28. GOR Marathon 2013
29. Birregurra Weekend Festival 2012

All applications were considered by the Advisory Committee and all have been recommended for funding within the provisions of the program guidelines and the level of funds available.

Options

There are three options for Council consideration:

1. Oppose the adoption of the recommendations made by the Festival and Events Support Scheme Advisory Committee for applications received under the Colac Otway Festival and Events Support Scheme 2012-13.

2. Undertake further assessment of the recommendations and return to Council for further consideration. A delay in adopting the recommendations made by the Advisory Committee for Events Funding and Support will be detrimental to the funding process as it may negatively impact the ability of some organizers to secure funding from other agencies and / or deliver their events on time.

3. Adopt the recommendations made by the Advisory Committee and provide identified funding allocations to the recommended event organizers/groups. Adopting these recommendations will enable a growing number and range of events held within the municipality to address funding to assist with the continued growth and development of events.

Proposal
It is proposed that Council adopts the recommendations made by the Advisory Committee to provide event funding for the identified event organisers/groups under the Colac Otway Festival and Events Support Scheme 2012-13.

Financial and Other Resource Implications
The proposed Colac Otway Festival and Events Support Scheme 2012-13 has dedicated funds through the development of specific project budget lines under the 2012-13 budget process. A total budget allocation of $60,000 has been provided in the draft Budget.

Risk Management & Compliance Issues
Endorsement of the Colac Otway Festival and Events Support Scheme 2012-13 recommendations will reduce the risk to Council by ensuring that a fair, equitable and transparent process is applied to the administering of Council funding for events.

All events funded under this scheme are required to undertake Council's Event Approval process which specifically addresses risk management and compliance issues specific to the event.

Environmental and Climate Change Considerations
The Colac Otway Festival and Events Support Scheme 2012-13 guidelines specify that it is a condition of all successfully funded applications that their event meets set criteria regarding event waste management. Other environmental considerations are identified throughout the approval process and are dealt with accordingly.

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 method selected has been to inform, collaborate and empower which includes:

1. Applications forms and guidelines were advertised across the Shire in early March 2012 for Colac Otway Shire's 2012-13 Festival and Events Support Scheme.
2. Application forms were made available from Council's Customer Service Centres in Colac and Apollo Bay, via the website and through direct database mail.
3. An Email application lodgement process was offered to make it easier for applicants to submit applications electronically.
4. Council officers met with individual applicants as required providing further assistance in progressing applications.

Implementation
It is proposed that applicants will be notified immediately of the outcome of their submission, subject to Council endorsement of the recommendations made by the Advisory Committee for applications received under the Festival and Events Support Scheme 2012-13.

Funding will be released to successful applications upon the receipt of a tax invoice. A civic reception will be held at COPACC on July 20 2012 to present the sponsorship cheques to successful applicants in conjunction with the awarding of the Community Funding Program. This will be the second occasion that the awarding of the Festival and Events sponsorship will be included in this civic ceremony.

Conclusion
It is expected that in the future, all applicants must apply under the relevant prescribed event category contained in the application form with relevant funding allocations. The Colac Otway Festival and Events Support Scheme 2012-13 (guidelines, application and acquittal form) will ensure clarity, transparency and accountability in administering future Council funding in relation to events.

Attachments
Nil

Recommendation(s)

That Council:

1. ***That Council adopts the recommendations made by the Festival and Events Support Scheme Advisory Committee for categories of the various events and funding allocations to events under the Colac Otway Festival and Events Support Scheme 2012-13.***

	Event	*Funding*	*Category*
1	*Run Colac*	*$500*	*Seed (Community)*
2	*GMHBA Fun Run*	*$500*	*Seed (Community)*
3	*OBRT Fun Run*	*$500*	*Seed (Community)*
4	*Warrion Flower Show*	*$1,000*	*Bronze (Community)*
5	*Heritage Festival*	*$1,000*	*Bronze (Community)*
6	*Forrest 6 Hour Race*	*$1,000*	*Bronze (Community)*
7	*Colac Orchid Show*	*$500*	*Bronze (Community)*
8	*Colac Otway Youth Expo*	*$2,500*	*Silver (Community)*
9	*Colac Garden and Lifestyle Expo*	*$1,000*	*Silver (Community)*
10	*100th Centenary Beeac Golf Club*	*$2,500*	*Silver (Community)*
11	*Alvie Festival*	*$2,000*	*Silver (Community)*
12	*Forrest 2 Day Mountain Bike Festival*	*$1,000*	*Silver (Community)*
13	*Colac Allstar Game*	*$500*	*Silver (Community)*
14	*Rainforest Ride*	*Nil*	*Silver (Community)*
15	*Birregurra and Warncoort Open Studio Weekend*	*$1,000*	*Silver (Community)*
16	*Otway Soup Festival*	*$1,000*	*Silver (Community)*
17	*Community Choir at Birregurra Festival*	*$500*	*Silver (Community)*
18	*Opera in the Otways*	*$3,000*	*Gold (Community)*
19	*Gellibrand River Blues and Blueberry Festival*	*$4,000*	*Gold (Community)*
20	*CrossXPollination Exhibition*	*$2,000*	*Gold (Community)*
21	*Colac CFA 125th Celebration*	*$5,000*	*Platinum (Community)*
22	*Amy Gran Fondo*	*$2,000*	*Platinum (Community)*
23	*Carols by Candlelight*	*$5,000*	*Platinum (Community)*
24	*Kona Odyssey*	*$1,000*	*Platinum (Commercial)*
25	*Seafood Festival*	*$4,000*	*Platinum (Community)*
26	*Colac Kana Festival*	*$5,000*	*Platinum (Community)*
27	*Apollo Bay Music Festival*	*$5,000*	*Platinum (Community)*
28	*GOR Marathon*	*$4,000*	*Platinum (Commercial)*
29	*Birregurra Weekend Festival*	*$3,000*	*Platinum (Community)*
	TOTAL FUNDING	*$60,000*	

~~~~~~~~~~~~~~~~~~0~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~

OM122706-3 2012-2013 COMMUNITY FUNDING PROGRAM

AUTHOR:	Jodie Fincham	ENDORSED:	Colin Hayman
DEPARTMENT:	Corporate & Community Services	FILE REF:	F11/3291

Purpose
The purpose of this report is to seek Council approval for recommendations from the Grants/Community Funding Advisory Committee for Council grants from the 2012/1013 Community Funding Program.

Declaration of Interests
The Manager Recreation, Arts and Culture, Ian Seuren declared a conflict of interest under the *Local Government Act 1989* in the preparation of this report due to his involvement with the Colac Cricket Club

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

Background
The Council Community Funding Program is available to not-for-profit community organisations. Applications for Council grants closed on 4 May 2012 with a total of 70 submissions being received.

The 2012/13 Draft Budget allocates $80,000 funding for Recreation Facilities, $10,000 funding for COPACC and $40,000 funding for Community Projects. To assist the allocation of funds the Community Projects allocation has been evenly divided between the Small Equipment and Training (total project cost up to $2,000) and general Community Projects. The Recreation Facilities, Community Projects and COPACC funding streams were oversubscribed.

A new funding category for Small Equipment and Training (total project cost up to $2,000) was introduced for the first time in 2012 and was well received. An increase was noted in the overall number of applications received from sixty four in 2011/12 to seventy for 2012/13. There was an increase in the number of applications submitted for COPACC in 2012/13. A number of new first time applicants have applied for the coming year. A minor trend towards an increase in Arts based projects was also noted for 2012/13. There were a significant number of applications lodged for projects in Warrion.

The Grants/Community Funding Advisory Committee met on 6 June 2012 to assess applications. Cr Stephen Hart, Cr Stuart Hart and Cr Smith, attended together with Council officers. Cr Crook was an apology, however provided written advice regarding his assessment of applications. Manager Recreation, Arts and Culture, Ian Seuren declared a conflict of interest with the Colac Cricket Club. The Committee considered the applications and the preliminary recommendations of the officers.

COPACC assistance is part of the Community Funding program, however it will be considered subject to the preparation of a separate report to Council due to the Advisory Committee being unable to reach a consensus on the distribution of funding during assessments.

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 Council Community Funding Program supports this commitment.

The 2006-2010 Colac Otway Recreation Strategy, 2007-2011 Colac Otway Festival and Events Strategy and 2007-2011 Colac Otway Arts and Culture Strategy identify the benefits to community development and the valuable economic input the Council Community Funding Program contributes across the Shire. Each of the three strategies identified the importance of this funding, which further supports the volunteer input provided to each of the community projects.

Issues / Options
Community Projects
The Community Projects allocation of $40,000 was evenly divided between the general Community Projects category and the Small Equipment and Training (total project cost up to $2,000). There were 10 requests under the Community Projects category seeking $35,529 from a total pool of $20,000. It is recommended that 9 requests be funded from this category. There were some reductions to the amount of funding requested on the basis of the need to meet budget allocations.

Small Equipment and Training
There were 22 requests under the Small Equipment and Training category seeking $18,811 from a total pool of $20,000. It is recommended that 18 requests be funded from this category. The balance remaining from this category will be used to offset over allocations in Recreation Facilities and the Community Projects categories.

Recreation Facilities
There were 29 submissions requesting $99,276.25 for maintenance and improvement under the Recreation Facilities category from a funding pool totalling $80,000. It is recommended that 23 requests be funded from this category.

The Grants/Community Funding Advisory Committee recommended 58 grants (including COPACC assistance) for funding in 2012/2013. Unsuccessful applicants will be referred to alternative funding agencies or sources, encouraged to rework incomplete applications and resubmit in the next round, or were ineligible due to not meeting the funding criteria – refer attachments.

There are two options for Council:

1. Approve the recommendations from the Community Funding Advisory Committee for the 2012/2013 Community Funding Program for Recreation Facilities and Community Projects categories. Approval of recommendations will result in a total estimated value of $196,913 of works/activities to be undertaken in Recreation Facilities, $30,830 in Small Equipment purchases and training and $55,406 in Community Projects.

2. Do not approve the recommendations from the Community Funding Advisory Committee for the 2012/2013 Community Funding Program for Recreation Facilities and Community Projects categories. The Community Funding Program assists groups to partner with Council to achieve capacity building projects, membership

growth, group development and community development initiatives that would not otherwise occur if either the community groups or Council had to fully finance them.

Proposal
It is proposed that Council approves the attached recommendations from the Grants/Community Funding Advisory Committee for the 2012/2013 Community Funding Program for Recreation Facilities and Community Projects categories.

Financial and Other Resource Implications
The Council Community Funding Program allocated a total of $120,000 across the three funding categories (Recreation Facilities, Community Projects and Small Equipment and Training) and $10,000 for COPACC. The implication of total expenditure for the 2012-2013 program under each of the funding categories is as follows:

- COPACC Assistance $10,000
- Community Projects $25,280
- Recreation Facilities $80,605
- Small Equipment and Training $13,935

The total funding allocation amount is included in the Draft Budget for 2012-2013.

Risk Management & Compliance Issues
Grant recipients are responsible for the risk management of their projects. Risk Assessment templates were included with each grant application. Job Safety Analysis (JSA's) sheets will also be requested from contractors prior to commencement of projects. An Internal Referral process has been implemented to provide an integrated approach between Departments involved in the process (Building, Planning, Environment and Infrastructure).

Environmental and Climate Change Considerations
Some of the proposed projects add to beautification or improvement of local environs and more sustainable energy use. Council's Environment Department were requested to provide further advice regarding applications where relevant.

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 method of engagement selected has been to inform, collaborate and empower.

- Application forms and guidelines were advertised across the Shire in early March 2012 for Colac Otway Shire's 2012/2013 Community Funding Program. A new eye catching advertising format was developed to attract increased interest in the program, specifically from new groups.

- Council hosted two information sessions in Colac and Apollo Bay to enable groups to discuss the funding program with Council's Recreation and Events Coordinator. Application forms were made available from Council's Customer Service Centres in Colac and Apollo Bay, via the website and through direct database mail.

- An Email application lodgement process was offered to make it easier for applicants to submit applications electronically.

- Council officers met with individual applicants as required providing further assistance in progressing applications.

Implementation
It is proposed to advise all applicants in writing following Council's adoption of the recommendations. A civic reception will be held at COPACC on 20 July 2012 to present the grant cheques to successful applicants or notification of contributions subject to completion of compliance requirements. Festival and Event Support Scheme recipients will once again be also invited to attend the civic reception to be formally presented with their funding. The timelines are designed to enable the grant recipients to have maximum time to undertake projects and meet project acquittal requirements.

Conclusion
The Community Funding Program assists groups to partner with Council to achieve capacity building projects, membership growth, group development and community development initiatives. This would not otherwise occur if either the community groups or Council had to fully finance them. Approval of the recommendations will result in a total estimated value of $283,149 of works and activities to be undertaken in Recreation Facilities and Community Projects across the Shire throughout the 2012/2013 program.

Attachments
1. Recreation Facilities Councillor Assessment Recommendations
2. Community Projects Councillor Assessment Recommendations
3. Small Equipment And Training Councillor Assessment Recommendations

Recommendation(s)

That Council:

1. Approves the recommendations from the Grants/Community Funding Advisory Committee for grants from the 2012/2013 Community Funding Program, total expenditure under each of the funding categories as follows:

a. Recreation Facilities $80,605

Apollo Bay Arts Inc (Gallery)	***$4,500***
Apollo Bay Pony Club	***$4,905***
Beeac Tennis Club	***$3,000***
Beech Forest Progress Association	***$3,700***
City United Cricket Club	***$4,000***
Colac Aero Club	***$3,850***
Colac Aerodrome Committee of Management	***$4,000***
Colac Central Bowling Club Inc	***$875***
Colac Cricket Club	***$4,500***
Colac Football Netball Club Inc	***$4,000***
Colac Pony Club	***$3,670***
Elliminyt Public Hall Inc	***$2,740***
Elliminyt Tennis Club	***$150***
Forrest Public Hall	***$4,000***
Irrewarra Beeac Football Netball Club	***$4,500***
Irrewillipe Sports & Entertainment Complex	***$1,975***
Johanna Public Purpose Reserve Committee Inc.	***$2,650***
Simpson Car Club Inc	***$4,500***
Victorian Field & Game Association (Colac Incorporated)	***$4,500***
Warrion Cricket Club	***$4,400***
Warrion Hall Committee	***$1,800***
Warrion Recreation Reserve CoM	***$4,000***

Yuulong Hall Committee	***$4,390***

b. Community Projects $25,280

Apollo Bay Tuesday Arts Group	***$3,000***
Colac & District Family History Group Inc	***$2,445***
Colac Tigers Football/Netball Club	***$1,370***
Colac Wood Turners & Wood Crafters Guild Inc	***$2,050***
Otway Health & Community Services	***$3,500***
Polwarth & District Tennis Association Inc	***$4,000***
SES Colac Unit	***$1,600***
Southern Otway Food Co-operative	***$4,315***
The Rotary Club of Colac West	***$3,000***

c. Small Equipment & Training $13,935

Apollo Bay Youth Club	***$850***
Barongarook Hall & Tennis Reserve Committee	***$1,000***
Birregurra Community Group	***$1,000***
Colac & District Football League Netball Assoc.	***$875***
Colac & District Historical Society	***$540***
Colac & District Pipes & Drums Inc	***$1,000***
Colac Basketball Association Inc	***$1,000***
Colac Chorale	***$1,000***
Colac Pony Club	***$525***
Colac Swim Club Inc	***$949***
Colac Table Tennis Association Inc	***$997***
Colac Toy Library	***$423***
Elliminyt Tennis Club Inc	***$189***
Irrewillipe Sports & Entertainment Complex	***$750***
Larpent Hall Committee	***$525***
Larpent Indoor Bias Bowls Club	***$312***
Lions Club of Forrest & District	***$1,000***
Otway Districts Football Netball Club Inc	***$1,000***

~~~~~~~~~~~~~~~~~~~~0 ~~~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~~~

OM122706-4 2012-2013 COMMUNITY FUNDING PROGRAM COPACC ASSISTANCE

AUTHOR:	Jodie Fincham	ENDORSED:	Colin Hayman
DEPARTMENT:	Corporate & Community Services	FILE REF:	F11/3291

Purpose
The purpose of this report is to seek Council approval for recommendations from the Grants/Community Funding Advisory Committee for Council grants for COPACC Assistance from the 2012/1013 Community Funding Program.

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

Background
The Council Community Funding Program is available to not-for-profit community organisations. Applications for Council grants closed on 4 May 2012 with a total of 70 submissions being received across four categories. Nine applications were received for COPACC assistance.

The 2012/13 Draft Budget allocates $80,000 funding for Recreation Facilities, $10,000 funding for COPACC and $40,000 funding for Community Projects. The Recreation Facilities, Community Projects and COPACC funding streams were oversubscribed.

The Grants/Community Funding Advisory Committee met on 6 June 2012 to assess applications. Cr Smith, Cr Stephen Hart and Cr Stuart Hart attended together with Council officers. Cr Crook was an apology, however provided written advice regarding his assessment of applications. The Committee considered the applications and the preliminary recommendations of the officers.

COPACC Assistance is part of the Community Funding program, however it is being provided for consideration as a separate report to Council due to the Advisory Committee being unable to reach a consensus regarding the distribution of funding during assessments.

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 Council Community Funding Program supports this commitment.

The 2006-2010 Colac Otway Recreation Strategy, 2007-2011 Colac Otway Festival and Events Strategy and 2007-2011 Colac Otway Arts and Culture Strategy identify the benefits to community development and the valuable economic input the Council Community Funding Program contributes across the Shire. Each of the three strategies identified the importance of this funding, which further supports the volunteer input provided to each of the community projects.

Issues / Options

COPACC

The COPACC category was oversubscribed for 2012/13. There were 9 COPACC grant applications seeking in excess of $15,000 funding for assistance with a 50% subsidised hire rate of COPACC from a total funding pool of $10,000. Applications represented a broad range of events including performances, celebrations and cultural events. Three applications came from the disability sector, three applications came from organisations which make annual applications, and there were several new proposals. Eight requests were recommended to be funded by officers and reductions in requested amounts were made in order to meet budget allocations.

The Advisory Committee were unable to make a decision on the funding allocations as there were three instances where a split decision was reached between the four Councillors on the assessment panel. The applications which triggered a split decision included the Meriba Service Club of Colac (Book launch – Pioneers and Suffragists), FReeZA Colac (FReeZa Battle of the Bands 2012) and Colac Otway Disability Accommodation Inc (CODA).

There are three options for Council:

1. Approve the officer recommendations from the Grants/Community Funding Advisory Committee for the 2012/2013 Community Funding Program for COPACC assistance.

2. Approve the recommendations identified by some members of the Grants/Community Funding Advisory Committee for the 2012/2013 Community Funding Program for COPACC assistance, noting that this was not a unanimous decision. Approval of recommendations will result in a total estimated value of $81,667 of performances to be held at COPACC. Note as per previously stated there are 3 applications that the Committee could not agree upon. The amounts that could not be agreed upon are only minor in nature. There no was disagreement regarding the funding of the 3 applications, just the amounts.

3. Do not approve the recommendations from the Grants/Community Funding Advisory Committee for the 2012/2013 Community Funding Program for COPACC assistance. The Community Funding Program assists groups to partner with Council to achieve capacity building projects, membership growth, group and community development initiatives that would not otherwise occur if either the community groups or Council had to fully finance them.

Proposal

It is proposed that Council approves the officer attached recommendations from the Grants/Community Funding Advisory Committee for the 2012/2013 Community Funding Program for Recreation Facilities and Community Projects categories.

Financial and Other Resource Implications

The Council Community Funding Program allocated a total of $120,000 across the three funding categories (Recreation Facilities, Community Projects and Small Equipment and Training) and $10,000 for COPACC. The implication of total expenditure for the 2012-2013 program under each of the funding categories is as follows:

- COPACC Assistance $10,000
- Community Projects $25,280
- Recreation Facilities $80,605
- Small Equipment and Training $13,935

The total funding allocation amount is included in the Draft Budget for 2012-2013.

Risk Management & Compliance Issues
Grant recipients are responsible for the risk management of their projects. Risk Assessment templates were included with each grant application.

Environmental and Climate Change Considerations
Not applicable to this report.

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 method of engagement selected has been to inform, collaborate and empower.

- Application forms and guidelines were advertised across the Shire in early March 2012 for Colac Otway Shire's 2012/2013 Community Funding Program. A new eye catching advertising format was developed to attract increased interest in the program, specifically from new groups.

- Council hosted two information sessions in Colac and Apollo Bay to enable groups to discuss the funding program with Council's Recreation and Events Coordinator. Application forms were made available from Council's Customer Service Centres in Colac and Apollo Bay, via the website and through direct database mail.

- An Email application lodgement process was offered to make it easier for applicants to submit applications electronically.

- Council officers met with individual applicants as required providing further assistance in progressing applications.

Implementation
It is proposed to advise all applicants in writing following Council's adoption of the recommendations. A civic reception will be held at COPACC on 20 July 2012 to present the grant cheques to successful applicants. Festival and Event Support Scheme recipients will once again be invited to attend the civic reception to be formally presented with their funding. The timelines are designed to enable the grant recipients to have maximum time to undertake projects and meet project acquittal requirements.

Conclusion
The Community Funding Program assists groups to partner with Council to achieve capacity building projects, membership growth, group development and community development initiatives. This would not otherwise occur if either the community groups or Council had to fully finance them. Approval of the recommendations will result in a in a total estimated value of $81,667 of performances to be held at COPACC in 2012/2013.

Attachments
1. COPACC Assistance Councillor Assessment Recommendations

Recommendation(s)

That Council approves the officer recommendations from the Grants/Community Funding Advisory Committee for the 2012/2013 Community Funding Program, as follows:

COPACC Assistance $10,000:

Let's Dance	***$500***
Meriba Service Club of Colac	***$1,286***
Colac West Primary School	***$700***
The Colac Players Inc	***$2,500***
South West Do Care	***$2,864***
FReeZA Colac (Lac & Co Productions)	***$500***
Polwarth District Tennis Association Inc	***$900***
Colac Otway Disability Accommodation Inc	***$750***

~~~~~~~~~~~~~~~~~~~~ ~~~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~~~

OM122706-5 REVIEW OF COUNCIL POLICIES

AUTHOR:	Colin Hayman	ENDORSED:	Rob Small
DEPARTMENT:	Corporate & Community Services	FILE REF:	11/96037

Purpose
The purpose of this report is to present for Council's consideration two policies/documents that have been considered by the Audit Committee and recommended to be approved by Council.

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

Background
Two documents have recently been reviewed by Council's Audit Committee:

- Internal Audit Policy (including Audit Committee Charter)
- Risk Management Policy

The Audit Committee has recommended to Council that it consider and adopt the revised policies.

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.

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

Issues / Options
Changes to Policies:

The policy and charter have been reviewed and a number of suggested changes have been made. A tracked changes version is attached.

Internal Audit Policy

Audit Planning and Control
Under Audit Planning and Control '*and Best Value Schedule'* have been deleted.

Council is now undertaking different processes eg. Business Excellence in lieu of Best Value.

Reporting the Results of Audit
An additional sentence has been added.

> *"The final draft report will be provided to Executive for final review and approval prior to being included in an Audit Committee report."*

This notes the process that has been previously agreed to in the consideration of Internal Audit reports.

Other minor changes have been made to the policy.

Audit Committee Charter

Following the review the following changes have been made:

Under section 3.2 Meetings	Add 3.2.13	"Detailed and summary minutes of each Audit Committee meeting will be prepared."
4 Roles and Responsibilities	Section 4.1 Financial Reporting	Delete 4.1.8 and 4.1.9 – not required.
Section 4.2 Risk Management	Add 4.2.6	"Monitor processes and practices of Council to ensure for effective business continuity."
Taken from the draft Charter and not covered elsewhere in the Shire's existing Charter.		
Section 4.5 External Audit	Delete 4.5.7	Not required

Following the Audit Committee meeting in March 2012, points under 4.3 Internal Control have been changed to reflect a change to 4.3.2 with respect to Council's information system. 4.3.2. has been split into 2 separate points 4.3.2 and 4.3.3.

Risk Management Policy

The revised Risk Management Policy is attached for information and review. The policy now includes a "Risk Tolerance" statement as opposed to a "Risk Appetite Statement" as it was felt that Risk Tolerance was more applicable to this organisation. The two definitions are provided below:

Risk Appetite is defined in the ISO Guide 73 Risk management – Vocabulary as:
"*amount and type of risk that an organisation is prepared to pursue, retain or take*." – this definition refers to the total exposure to risk that Council is prepared to be exposed to, or the sum of all risks.

Risk Tolerance is defined in the ISO Guide 73 Risk management – Vocabulary as:
"*organisation's or stakeholder's readiness to bear the risk after risk treatment in order to achieve its objectives*" – this definition relates to how each risk will be managed when the residual risk is identified after applying relevant controls and applies on a risk by risk basis.

The Risk Management Policy is attached.

As well as the changes noted above with respect to Risk Tolerance other changes have also been made to the Risk Management Policy.
These include:

- Under Policy Principles. The addition of additional wording. *"Recognise that Managers have specific responsibilities to oversee the management of risks within their areas of control."*
- Under Performance Review *"and Audit Committee*" has been added.

Copies of the policies with tracked changes are attached.

Proposal
It is proposed that Council adopts the two revised policies:

Policy No 7.3	Risk Management Policy
Policy No 16.1	Internal Audit Policy

Financial and Other Resource Implications
There are no direct financial implications in relation to the adoption of the review of the Council policies. Separate decisions are made as part of Budget discussions as to the level of resources allocated to the Audit processes.

Risk Management & Compliance Issues
The policies have been reviewed based on appropriate legislation. The two policies are important policies with respect to Risk Management and Compliance issues.

The policies make a number of references to Risk Management and Compliance. The policies play an important part in the operation of the Audit Committee and in the governance of Council.

Environmental and Climate Change Considerations
Not applicable.

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

The policies have been through a comprehensive consultation process in their development. The policies have been reviewed by the Executive and appropriate staff and the Audit Committee.

As the two policies are revised policies and are governance related they are not required to go out for public consultation.

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

Conclusion
Two revised policies have been recommended for adoption. They are important policies in the governance of Council.

Attachments
1. Policy No 7.3 - Risk Management Policy
2. Policy No 16.1 - Internal Audit Policy

Recommendation(s)

That Council adopts the following revised policies:

- ***Policy No 7.3 Risk Management Policy***
- ***Policy No 16.1 Internal Audit Policy.***

~~~~~~~~~~~~~~~~~~0 ~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~

OM122706-6 AUTHORISATION OF OFFICERS (PLANNING AND ENVIRONMENT ACT)

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

Purpose
To appoint Statutory Planners Beverly Merrett and Gemma Browning as authorised officers 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 recently appointed an Acting Statutory Planning Co-ordinator Beverly Merrett and a Strategic Planner Gemma Browning following a recruitment process for existing vacancies 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 Beverly Merrett and Gemma Browning as authorised officers 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 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 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 Authorisation Beverly Merrett
2. Instrument of Authorisation and Appointment Gemma Browning

Recommendation(s)

That Council:

1. ***Appoints Statutory Planning Officers Beverly Merrett and Gemma Browning as authorised officers pursuant to the Planning and Environment Act 1987.***

2. ***Notes that the Instrument of Appointment and Authorisation comes into force immediately the common seal of Council is affixed to the Instrument and remains in force until Council determines to vary or revoke it.***

3. ***Delegates to the Chief Executive Officer authority to sign and place under Council Seal the Instrument of Appointment and Authorisation.***

~~~~~~~~~~~~~~~~~~~~ ~~~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~~~

OM122706-7 DISCONTINUANCE OF PART OF YAUGHER ROAD, ROAD RESERVE, FORREST

AUTHOR:	Paul Carmichael	ENDORSED:	Colin Hayman
DEPARTMENT:	Corporate & Community Services	FILE REF:	F11/3291

Purpose
The purpose of this report is to finalise statutory procedures to discontinue a part of the Yaugher Road road reserve and transfer the parcel of land in question to the abutting owner.

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

Background
The history of this matter is that in 2008, as part of the Tiger Rail Trail project, agreement was reached with the owner of the property at 2235 Birregurra-Forrest Road, Forrest for a parcel of his land abutting Birregurra Forrest Road to be transferred to Council to be incorporated into the Rail Trail. The subject land was a narrow strip approximately 285 metres long and 27 metres wide. The area of this parcel of land was 7,048 m sq.

In return, it was agreed Council would transfer a similar sized portion of land currently contained in the Yaugher Road road reserve to the owner of the abutting property. This parcel of land abuts the northern boundary of the property addressed as 2 Yaugher Road, Forrest, which is owned by the son of the owner of 2235 Birregurra Forrest Rd, Forrest.

The property at 2 Yaugher Road abuts the property addressed as 2235 Birregurra Forrest Road.

As the subject land is contained in the Yaugher Road road reserve, it was required to be discontinued as a road before a Certificate of Title could be issued to allow it to be transferred. The discontinuance removes the road status from the land.

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 proposal honours an agreement entered into between the owner of 2235 Birregurra Forrest Road and Council in 2008.

Council is the responsible authority for Yaugher Road. The road reserve at this location widens from approximately 30 metres wide near the Recreation Reserve to a width of approximately 95 metres near the corner of Yaugher Road and Birregurra Forrest Road. The land has a significant slope and is covered in bush.

It was determined the portion of road reserve to be discontinued is not likely to ever be required for road widening purposes and was therefore suitable to be discontinued.

Proposal
Council conducted statutory procedures required by the *Local Government Act 1989* to discontinue part of the Yaugher Road road reserve as a "road". Clause 3, Schedule 10 of the Local Government Act 1989 gives Council the authority to discontinue and sell roads (or parts thereof) that are not required for that purpose.

Once Council's resolution to discontinue the portion of road has been published in the Government Gazette, the land in question will no longer be designated as a "road". This will allow a Certificate of Title to be issued for the land which can then be transferred to the owner of of 2235 Birregurra Forrest Road or his son, who owns 2 Yaugher Road, Forrest.

The portion of road reserve to be discontinued is triangular shaped and has an area of 6,228 metres sq. It is located between the Yaugher Road road pavement and the boundary of the property addressed as 2 Yaugher Road (see attached plan).

Financial and Other Resource Implications
Council's costs in relation to this project are estimated to be approximately $7,000.

Council has been required to advertise its intention to discontinue and transfer part of this road and also had to pay to have the land to be transferred surveyed. There will also be legal costs incurred to transfer the land.

Risk Management & Compliance Issues
Nil

Environmental and Climate Change Considerations
Nil

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

The method selected has been to "inform and consult".

Council advertised the proposal and allowed a six week period submissions to be lodged, in accordance with Council's "Community Consultation and Engagement Policy" and the requirements of section 223 of the *Local Government Act 1989.* No submissions were lodged.

Implementation
It is now appropriate for the statutory process to be finalised to discontinue the portion of the Yaugher Rd road reserve in question.

Conclusion
Council should resolve to discontinue part of the Yaugher Road road reserve and transfer the land to the owner of the abutting property in accordance with its agreement made in 2008 with the owner of 2235 Birregurra Forrest Road, Forrest.

Attachments
1. Yaugher Road Map

Recommendation(s)

That Council:

1. ***Having conducted statutory procedures to discontinue a triangular shaped portion of the Yaugher Road reserve of 6,228 metres sq in area and received no submissions in regard to the proposal hereby resolves this portion of road reserve be discontinued pursuant to clause 3, schedule 10 of the Local Government Act 1989.***

2. ***Transfers the portion of land to the owner of the abutting property (2 Yaugher Road, Forrest) in return for a 7,048 metres sq. portion of land abutting Birregurra-Forrest Road (being part of 2235 Birregurra-Forrest Road, Forrest) in accordance with its 2008 agreement with the owner of that property.***

3. ***Notes that the Council's resolution to discontinue this part of the Yaugher Road road reserve be published in the Victorian Government Gazette.***

4. ***Delegates to the Chief Executive Officer authority to sign and place under Council seal any documents connected with the transfer of this land to the owner of 2235 Birregurra-Forrest Road, Forrest where required.***

~~~~~~~~~~~~~~~~~~0~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~

OM122706-8 COUNCIL PLAN REVIEW (INCLUDING STRATEGIC RESOURCE PLAN)

AUTHOR:	Margaret Giudice	ENDORSED:	Colin Hayman
DEPARTMENT:	Corporate & Community Services	FILE REF:	11/95772

Purpose
The purpose of this report is to present for Council's adoption the revised Council Plan for 2009-2013 and the revised Strategic Resource Plan for 2012-2013 to 2015-2016.

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

Background
Council is required by the *Local Government Act 1989* to develop a Council Plan and review its continued relevance on an annual basis. S125(7) states *"At least once in each financial year, a Council must consider whether the current Council Plan requires any adjustment in respect of the remaining period of the Council Plan".* S126(3b) requires Council to *"adopt the Strategic Resource Plan not later than 30 June each year".*

At the Special Council meeting held on 18 April 2012 it was resolved:

"That Council:

1. *Endorse the revised 2009-2013 Council Plan and the 2012-2013 to 2015-2016 Strategic Resource Plan and put out for public submissions for a six week period.*
2. *Consider any submissions on the Council Plan and the Strategic Resource Plan at a Special Council Meeting on Wednesday 13 June 2012 at 1.00 pm at COPACC."*

No public submissions were received on the revised Council Plan and Strategic Resource Plan.

There are a number of changes proposed by Council officers to the Council Plan and changes have been made to the Strategic Resource Plan to ensure consistency with the Budget for 2012-2013.

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 Council Plan is a strategic document outlining the objectives and strategies of Council.

The Plan includes:
- Our Vision
- Our Mission
- Our Values

- Key Result Areas
- Objectives
- Strategies
- Key Actions

Issues / Options

Changes made to the Council Plan

The revised Council Plan includes a number of adjustments to the actions contained therein and to revise timelines. Other minor changes including the updating of information have also been made.

Changes have also been made to the Strategic Indicators and Targets to increase measurability, in line with the project being conducted by the Victorian Auditor General's office.

The changes have been tracked in the attached document.

Action changes include:

Under **Leadership and Governance:**

Strategy 1, (Deleted)

- *Participate in the Municipal Association of Victoria's STEP planning process improvement program – deleted as this is a repeat of an action under the Physical Infrastructure and Assets section, Strategy 2, Action 1.*

Strategy 3, Action 1: (Changed)

- *Review the ten year financial plan on an annual basis and ensure that it is integrated with Council's Asset Management Strategy.*

Under **Physical Infrastructure and Assets:**

Strategy 1, Action 2: (Changed)

- *Review and implement Asset Management Plans to ensure that the level of funding for asset renewal, maintenance and upgrade meets the community's expectations.*

Strategy 5, Action 3: (Added)

- *Implement measures to manage and monitor Council's closed landfills to EPA standards.*

Under **Land Use and Development:**

Strategy 1, Action 5 (Changed)

- *Finalise a Structure Plan for Birregurra.*

Action 6 (Changed)

- *Finalise the Forrest Structure Plan.*

Action 7 (Changed)

- *Commence a review of the Colac Structure Plan, including the identification of long term residential and commercial/industrial growth options.*

Under **Environmental Management:**

Strategy 1, Action 3, (Changed)

- *Development of 2 Year Action Plans for the Environment Program.*

Strategy 2, Action 1: (Changed)

- *Develop and implement action plans to manage the threats to environmental assets on Council managed land in accordance with the Environment Strategy and the 2 Year Action Plans.*

Strategy 4, Action 1, (Changed)
- *Continue program of works and practices in accordance with the Environment Strategy and 2 Year Action Plans.*

Action 2 (Changed)
- *Continue to implement agreed, viable water saving measures in accordance with the Environment Strategy and the 2 Year Action Plans.*

Strategy 7, Action 4: (Added)
- *Investigate waste-to-energy for green waste.*

Under **Community Health and Wellbeing:**
Strategy 1, (Deleted)
- *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.*
  deleted as unable to be achieved in the remaining year of this Council Plan.

Action 5 (Added)
- *Implement the extension of the Apollo Bay Library and additional program spaces.*

Action 10 (Changed)
- *Develop an Active Transport Strategy.*

Changes made to the Strategic Indicators

Under **Leadership and Governance:**
(Deleted)
- Community satisfaction ratings for: (1) Overall Performance of Council, (2) Council's Advocacy role, (3) Council's Community Engagement and (4) Council's Customer Contact.
- Risk Liability Assessment

(Added)
- Outstanding rates, charges and fees as a proportion of rates, charges and fees, Target - <4%.
- Average rate revenue per assessment, Target - $1.269.

Under **Environmental Management:**
(Deleted)
- Eco Buy Accreditation.

(Added)
- Develop environmental plans for high value Council land, Target - 12 plans developed.
- Commence implementation of environmental management plans for high value Council land, Target – Implementation of 12 plans commenced.

Under **Economic Development:**
(Deleted)
- Completion of Master Plan priorities for all small towns.

(Added)
- Delivery of Business Development Events, Target – 16 events held during the year.

Under **Community Health and Wellbeing:**

(Deleted)

- Community Satisfaction with (1) Health and Human Services and (2) Recreational Facilities.

(Added)

- Exhibition of community and professional artists at the Colac Otway Performing Arts and Cultural Centre (COPACC), Target - >100 artists.
- Maintain a membership base at Bluewater Fitness Centre, Target - >1,000 members.
- Capacity usage of Council's Learn to swim program, Target - >90%.

Changes made to the Strategic Resource Plan (SRP)

The SRP continues to focus on longer term issues that affect Council's ability to deliver services to its community.

The SRP includes information on the following:

- Link between Strategic Resource Plan and Council Plan
- Financial Sustainability
- Long-Term Borrowing Strategies
- Statutory and other Reserves
- Rating and other Revenue Strategies
- Asset Management
- Capital Works Programme
- Service Provision and Planning
- Strategic Financial Plan

The SRP includes Council's key strategic directions on each of these items.

Purpose of the SRP

Council is required to prepare a SRP under section 126 of the *Local Government Act (1989)*.

The purpose of the SRP is to:

- Establish a financial framework over the next 4 years to ensure Council's strategic objectives, as expressed in its Council Plan, are achieved;
- Provide an assessment of the resources (financial and non-financial) required to accomplish the objectives and strategies included in the Council Plan (non-financial resources are assumed to include human resources and Council's asset base, which are all referred to in various parts of the SRP);
- Establish a basis to measure Council's adherence to its policies and strategies; and
- Assist Council to comply with sound financial management principles, in accordance with the Local Government Act (1989) and to plan for the long-term financial sustainability of the municipality.

SRP Objectives

The 2012-2013 to 2015-2016 SRP is intended to achieve the following objectives in the 4-year time frame:

- Maintain the existing range and level of service provision and develop the capacity to grow and add new services;
- Maintain a strong cash position, ensuring Council remains financially sustainable in the long-term;

- Achieve underlying surpluses from operations;
- Maintain debt levels below prudential guidelines;
- Continue to pursue ongoing grant funding for strategic capital funds from the state and federal governments;
- Provide for rate increases that establish a funding level for a sustainability index of 100 percent, including increasing funding for capital works (asset renewal, expansion, upgrade) and asset maintenance; and
- Ensure critical renewal is funded annually over the timeframe of the SRP.

Proposal
That Council adopts the revised 2009-2013 Council Plan and the 2012-2013 to 2015-2016 Strategic Resource Plan.

Financial and Other Resource Implications
The Strategic Resource Plan has been adjusted in line with projections for the four year period.

The financial details included in the SRP for 2012-2013 are consistent with the Draft Budget document for 2012-2013.

As noted above the SRP includes information on the following:

- Financial Sustainability
- Long-Term Borrowing Strategies
- Statutory and other Reserves
- Rating and other Revenue Strategies
- Asset Management
- Capital Works Program
- Service Provision and Planning
- Strategic Financial Plan

Risk Management & Compliance Issues
Local Government Act 1989:

- Section 125 - "Council Plan"
- Section 126 - "Strategic Resource Plan"
- Section 223 - "Right to make submission"

Local Government (Finance and Reporting) Regulations 2004:

- Section 5 – “The standard statements”

Environmental and Climate Change Considerations
The Council Plan under Environmental Management includes Strategies and Key actions that address Environmental and Climate Change.

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

The method selected to date has been of inform and consult.

There have been sessions with Councillors and officers in reviewing the Council Plan and the Strategic Resource Plan. The review has resulted in a number of proposed changes.

As per the Council's Community Engagement Policy and Section 223 of the *Local Government Act 1989* the Council Plan was put out for a 6 week submission process. Under Section 223 of the *Local Government Act 1989*, Council must consider any written submissions which are received by the Council within 28 days after the publication of a public notice. Advertisements were placed in the local papers advising the community that documents were available. Submissions were able to be made until Friday 1 June 2012.

No public submissions were received.

Implementation
Following Council endorsement of the Plan, it will be forwarded to the Minister for Local Government. The revised Council Plan will be placed on Council's website.

Conclusion
The Council Plan has been reviewed following discussions with Councillors and officers and a number of changes/additions have been made.

The SRP will be reviewed on an annual basis in line with the review of the Council Plan.

Attachments
1. Revised Council Plan 2009-2013

Recommendation(s)

That Council adopts the revised Council Plan 2009/2013 (including the Strategic Resource Plan 2012-2013 to 2015-2016) and forwards a copy of the Plan to the Minister for Local Government.

~~~~~~~~~~~~~~~~~~~~ ~~~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~~~

OM122706-9 ADOPTION OF THE 2012-2013 BUDGET

AUTHOR:	Brett Exelby	ENDORSED:	Colin Hayman
DEPARTMENT:	Corporate & Community Services	FILE REF:	CLF11/42

Purpose
The purpose of this report is to present the 2012-13 Budget for Council's consideration.

The budget has been prepared in accordance with the requirements of the *Local Government Act 1989* (*the Act)* and the Best Practice Guidelines, which is a best practice guide for reporting local government budgets in Victoria. It is aimed at providing local government with definitive guidance on best practice budget reports and is based on real examples relevant to local government in Victoria.

This report recommends that Council resolves to adopt the 2012-2013 Budget.

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

Background
Under the *Local Government Act 1989,* Council is required to prepare and adopt an annual budget. The budget is required to be adopted and a copy submitted to the Minister before the 31 August each year. It is also important for the budget to be adopted as early as practicable to enable the organisation to be appropriately funded to deliver Council's services to the community.

At the Special Council Meeting held on 18 April 2012, Council resolved to give notice of preparation of the proposed 2012-2013 Budget, including proposed rates and charges for the year, and invited submissions on the budget in accordance with section 129 of the *Local Government Act 1989.*

The notice, advertising the proposed budget was subsequently advertised in the Colac Herald and media releases sent to community newsletters.

The draft Budget was also placed on public display at the Rae Street Office and the Apollo Bay Customer Service Centre from Friday 20 April to Friday 1 June. The draft Budget was also available on Council's website from Friday 20 April.

The closing date for submissions was Friday 1 June. Five (5) submissions were recognised during the submission period concerning the 2012-2013 Budget.

This report forms part of the statutory process for the adoption of the 2012-2013 Budget.

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

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

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

The budget document appended to this report provides detailed information with regard to major impacts for 2012-2013. It also provides details with regard to Council's financial management principles to ensure a financially sustainable future.

The budget proposal is for an increase in the average rates and charges, per assessment, of 6.33%. This increase enables Council to continue to deliver existing services and deliver a number of key initiatives and projects. The proposed budget is also designed to deliver an operating surplus to fund the capital work activities of Council.

The basis of sound financial management includes the principles for achieving operating surpluses, ensuring adequate liquidity and maintaining long term solvency. All of which are considered along with increasing demands placed upon local authorities, such as Colac Otway Shire, by the State Government and the needs of local communities. Council continues to actively lobby state and federal governments, along with other industry bodies, for increasing recognition of the burdens placed upon ratepayers. The financial stress is most evident on rural municipalities that are struggling to meet existing demands on services and maintaining infrastructure renewal without additional burdens being foisted upon already stressed communities. Councillors and officers will continue to actively seek tangible recognition, in the form of additional financial support.

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 2012-2013 Budget has been prepared in line with the Council Plan and is guided by priorities outlined in key strategic documents - the Council Plan, Strategic Resource Plan and Long Term financial Plan

The 2012-2013 Budget reflects Council's commitment to achieving progress against Council's Key Result Areas:

- Leadership and Governance
- Physical Infrastructure and Assets
- Land Use and Development
- Environmental Management
- Economic Development
- Community Health and Wellbeing

The 2012-2013 Draft Budget was prepared in accordance with the requirements of the *Local Government Act 1989.*

The Budget is a critical planning and resource tool of Council and is vital to the ongoing operational and financial viability of Council. It sets out the expected income and expenditure

both operational and capital for the coming year and also incorporates Council's rating strategy.

Issues / Options
There are a number of key activities and changes included within the 2012-2013 Budget which have had significant impact on the level of funds required by Council.

a) There has been operational and service growth within the organisation in an effort to keep pace with the increasing demands placed upon Council by the various levels of government and our community.
b) The budget maintains the focus on the elimination of the Infrastructure Renewal Gap. The Infrastructure Renewal Gap is the difference between what we should spend on renewal of roads and other assets as they reach the end of their useful lives and what we do spend. In *2004/05* the infrastructure renewal gap for the year was almost $5 million. Through Council's financial discipline and responsible decision making, Council will continue to allocate 100% of the funds needed to meet our infrastructure renewal target, providing a more sustainable base for Council's long term operations.
c) The dramatic growth in services and facilities over the past decade is positive for the growth and development of Colac Otway Shire. Council has prepared a Budget for the 2012-2013 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Any increases have been carefully considered against the Council's obligations to deliver existing services and to meet Council's statutory and regulatory obligations. The budget document provides information about rates, cash and investments, the operating result, borrowing levels, financial position, capital works and the financial sustainability of Council.

Loan Borrowings
The budget for 2012-2013 includes provision for loan borrowings of up to $1.5 million over a 15 year period for works at the Colac Livestock Selling Centre. The final amount to be borrowed will be determined by the tender process/s. The term of the loan will also be dependent on the tender process and other influencing factors such as interest rates, the balance of reserves and Council's adopted loan strategy. Should the tender result in a lower cost to Council or there is a significant increase in revenue generated by the Livestock Selling Centre, the surplus funds will be utilised to reduce the loan balance.

Colac Livestock Selling Centre
The following future (longer term) asset replacement needs over the next ten (10) years which are to be funded from available reserves include:

Potential works	Value
Reseal entry road and car park areas of 21,000sqm @ $4:00/sqm	$84,000
Power Switchboard Upgrades	$40,000
Replacement and upgrade of existing Administration Building	$450,000
Replacement/upgrade of floor coverings with sawdust or other approved material	Not yet costed
Replacement/repair of railing and concrete in pens	Not yet costed
Possible sewer upgrade/alteration	Not yet costed

The current Colac Livestock Selling Centre Reserve which has been gradually built up through prudent financial management has been developed to manage the longer term replacement and upgrade works.

It is the intention that the development of the new facilities at the Colac Livestock Selling Centre are funded via borrowings as noted above.

Rating and Valuations
Council's total rates and charges will increase to $23.3 million (including supplementary rates) to enable the delivery of services and infrastructure to the community.

The budget proposal is for an increase in the average rates and charges (excluding supplementary rates) of 6.33% for the 2012-2013 financial year.

The combined 2011-2012 Rates and Charges bill per assessment was $1,492. The average for 2012-2013 is forecast to be $1,586, being a $94 or $1.80 per week increase on 2011-2012.

Submissions
The agenda for the Special Council Meeting held on 13 June 2012 provided a summary of the issues raised in the submissions with an officer comment made on each of the issues.

The issues raised focussed around support for the proposed roofing of the Colac Livestock Selling Centre and a feasibility study to extend the Tiger Rail Trail from Barwon Downs to Birregurra.

Proposal
It is now proposed that Council adopt the 2012-2013 Budget in accordance with section 130 of the Local Government Act 1989.

Financial and Other Resource Implications
Refer budget document.

Risk Management & Compliance Issues
Local Government Act 1989:

- Section 127 - "Council must prepare a Budget"
- Section 129 - "Public Notice"
- Section 130 - "Adoption of Budget or Revised Budget"
- Section 223 - "Right to make submission"

Local Government (Finance and Reporting) Regulations 2004:

- Regulation 8
- Regulation 9

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 to date has been of inform and consult.

Council under sections 129 of the Local Government Act 1989 called for written submissions on the Proposed 2012-2013 Budget. Council gave public notice that the proposed document would be made available for inspection and that Council would receive submissions and made under section 223 in respect of the budget.

Closing date for written submissions was Friday 1 June 2012.

Council recognised five (5) submissions regarding the proposed budget within the time period. No submitters requested to be heard.

It is considered that Council has addressed the matters raised in the submissions during the budget process.

Implementation
Once the 2012-2013 budget is adopted by Council the annual rates and charges will be generated and staff made aware of the budget to enable projects that are included to be undertaken as soon as possible. Council services and activities will also continue at the budgeted levels for the 2012-2013 financial year.

Conclusion
The budget was prepared over a considerable period of time, with significant commitment from Councillors and staff.

In releasing the budget for public consideration, Council encouraged comments and submissions on the financial strategies contained within the Budget document.

Having considered submissions on Wednesday 13 June 2012, Council is in a position to formally adopt the 2012-2013 Annual Budget.

Attachments
1. 2012-2013 Budget

Recommendation(s)

That Council:

1. ***Having considered all submissions received, adopts the 2012-2013 Budget annexed to this resolution as Attachment 1 in accordance with Section 130 of the Local Government Act 1989 (the Act).***

2. ***Authorises the Chief Executive Officer to:***

    a. ***Give public notice of this decision to adopt the 2012-2013 Budget, in accordance with Section 130(2) of the Act;***

    b. ***Forward a copy of the adopted Budget to the Minister for Local Government before 31 August 2012, in accordance with Section 130(4) of the Act;***

    c. ***Make available a copy of the adopted Budget at the Rae Street Office and the Apollo Bay Customer Service Centre for public inspection in accordance with Section 130(9) of the Act; and***

    d. ***Thank persons making submissions to the budget in writing for their submission and advise of the outcome of the budget decision.***

3. ***Authorises the amount intended to be raised.***

An amount of $ 23,262,718 be declared as the amount that Council intends to raise by general rates, municipal charge and service (Waste Management) charges, which is calculated as follows:

Category	***Income***
General Rates (including Supplementary rates)	***$ 18,634,887***
Municipal Charge	***$ 2,054,859***
Annual Service (Waste Management) Charges	***$ 2,572,972***
TOTAL	***$ 23,262,718***

4. ***Authorises a general rate be declared for the period commencing 1 July 2012 to 30 June 2013 and that:***

4.1 It be declared that the general rate be raised by the application of differential rates.

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

4.2.1 Residential Land – Colac, Colac East, Colac West or Elliminyt
Any land which is located in Colac, Colac East, Colac West or Elliminyt that is not zoned for commercial or industrial use and which:

4.2.1.1 is vacant or used primarily for residential purposes and is less than 1.0 hectare in area; and
4.2.1.2 does not have the characteristics of:
- ***a) Rural Farm Land;***
- ***b) Holiday Rental Land; or***
- ***c) Commercial/Industrial Land – Colac, Colac East, Colac West or Elliminyt.***

4.2.2 Residential Land - Balance of Shire
Any land which is 1.0 hectare or more in area or which is not located in Colac, Colac East, Colac West or Elliminyt that:

4.2.2.1 is vacant or used primarily for residential purposes; and
4.2.2.2 does not have the characteristics of:
- ***a) Rural Farm Land;***
- ***b) Holiday Rental Land;***
- ***c) Commercial/Industrial Land – Colac, Colac East, Colac West or Elliminyt; or***
- ***d) Commercial/Industrial Land – Balance of Shire.***

4.2.3 Rural Farm Land
Any land which is "Farm Land" within the meaning of Section 2 of the Valuation of Land Act 1960.

4.2.4 Holiday Rental Land
Any land that contains a dwelling, cabin or house or part of a house that:

4.2.4.1 is used for the provision of holiday accommodation for the purpose

of generating income; or

4.2.4.2 is made generally available for holiday accommodation and is a secondary or supplemental source of income for the owner.

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

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

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

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

4.2.5.1 does not have the characteristics of:

- ***a) Rural Farm Land;***
- ***b) Residential Land – Colac, Colac East, Colac West or Elliminyt; or***
- ***c) Holiday Rental Land; and***

4.2.5.2 is used primarily for:

- ***a) the sale of goods or services;***
- ***b) other commercial purposes; or***
- ***c) industrial purposes***

or which is vacant but zoned for commercial or industrial use.

4.2.6 Commercial/Industrial Land - Balance of Shire

Any land which is not located in Colac, Colac East, Colac West or Elliminyt which:

4.2.6.1 does not have the characteristics of:

- ***a) Rural Farm Land;***
- ***b) Residential Land – Balance of Shire; or***
- ***c) Holiday Rental Land; and***

4.2.6.2 is used primarily for:

- ***a) the sale of goods or services;***
- ***b) other commercial purposes; or***
- ***c) industrial purposes***

or which is vacant but zoned for commercial or industrial use.

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

Residential- Colac, Colac East, Colac West, Elliminyt	***0.3759 cents in the dollar of CIV***
Residential- Balance of Shire	***0.3195 cents in the dollar of CIV***
Rural- Farm	***0.2970 cents in the dollar of CIV***
Holiday Rental	***0.3759 cents in the dollar of CIV***
Commercial/Industrial - Colac, Colac East, Colac West, Elliminyt	***0.6203 cents in the dollar of CIV***
Commercial/Industrial- Balance of Shire	***0.5263 cents in the dollar of CIV***

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

4.4.1 the respective objectives of each differential rate be those specified in Appendix B of the 2012-2013 Budget Document.

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

4.4.3 the respective uses and levels of each differential rate in relation to those respective types or classes of land be those described in the Schedule to this Recommendation; and

4.4.4 the relevant:

4.4.4.1 uses of;

4.4.4.2 geographical locations of; and

4.4.4.3 planning scheme zonings of; and

4.4.4.4 types of buildings on the respective types or classes of land be those identified in Appendix B of the 2012-2013 Budget Document.

5 Authorises a Municipal Charge be declared for the period commencing 1 July 2012 to 30 June 2013 to cover some of the administrative costs of the Council.

5.1 The Municipal Charge be the sum of $149 per annum for each rateable property in respect of which a municipal charge can be levied.

6 Authorises the following Annual Service (Waste Management) Charges

6.1 An annual service (waste management) charge of $277.00 per annum be declared for:

6.1.1 all land used primarily for residential or commercial purposes; or

6.1.2 other land in respect of which a weekly waste collection and disposal service is provided, for the period 1 July 2012 to 30 June 2013.

6.2 An annual service (waste management) charge of $186.00 per annum be declared for:

6.2.1 all land used primarily for residential or commercial purposes; or

6.2.2 other land in respect of which a fortnightly waste collection and disposal service is provided, for the period 1 July 2012 to 30 June 2013.

7 Authorises a Special Charge of $0.20 per hectare will be declared on those properties located within the Aire River Drainage Scheme for the period 1 July 2012 to 30 June 2013.

8 Authorises a Special Charge for the Tirrengower drainage works previously declared by Council be fixed at $2.50 per hectare for the period 1 July 2012 to 30 June 2013.

9 Declares that it be recorded that Council requires any person to pay interest at the maximum rate fixed under Section 2 of the Penalty Interest Rates Act 1983 as the rate set out in accordance with Section 172(2) of the Act on any amounts of rates and charges which:

9.1 that person is liable to pay; and

9.2 have not been paid by the date specified for their payment.

10 Allows a lump sum payment and 4 instalment payments for the 2012-2013 year, on the dates published in the Victoria Government Gazette by the Minister and in accordance with Section 167 of the Act.

11 Authorises the General Manager Corporate & Community Services, Manager Finance and Customer Service and the Revenue Co-ordinator to levy and recover the general rates, municipal charge and annual service charges in accordance with the Act.

12 Proposes to utilise $200,000 from the Plant Replacement Reserve for the purpose of providing matching funding for the redevelopment of the Central Reserve Oval.

13 Proposes to repay the $200,000 to the Plant Replacement Reserve over a maximum term of three years.

14 Proposes to borrow up to $1,500,000 strictly for the purpose of proposed works at the Colac Livestock Selling Centre. The final amount to be borrowed and the term of the loan will be dependent on the tender process/s and the repayment schedule at the time the funds are required.

~~~~~~~~~~~~~~~~~~~~ ~~~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~~~

CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion
W = Withdrawal

ITEM	D	W
INFRASTRUCTURE AND SERVICES **OM122706-10 COLAC ROAD HIERACHY AND HEAVY VEHICLE ROUTE INVESTIGATION** Department: Infrastructure ***Recommendation(s)*** ***That Council:*** *1.* ***Investigates the following corridor routes within the next stage of the study:*** ***Route 3 – Lake Route*** ***Route 2 – North of the Lake*** ***Route 8 – Outer Southern Route*** ***Route 7 – Inner Southern Route*** *2.* ***Instructs the consultant to conduct the consultation process for the next stage of the study after the Council elections on 27 October 2012 and report the final recommendation on the preferred route back to the new Council.*** *3.* ***Abandons any further investigation of the Rail Corridor as part of this study.*** *4.* ***Abandons any further investigation of specific short term options as part of this study.*** *5.* ***Requests Vicroads in conjunction with Council, to review short term mitigation measures that can help to alleviate issues associated with heavy vehicles on Murray Street, Colac, outside the heavy vehicle deviation study.***		

OM122706-11 PETITION IN RELATION TO THE COLAC ROAD HIERARCHY HEAVY VEHICLE TRUCK ROUTE

Department: Infrastructure

Recommendation(s)

That Council writes to the originators of the Petition advising them as follows:

1. ***That their Petition has been provided to the Council and the consultant, and will be considered in the determination of a final route for a Heavy Vehicle Truck Route.***

2. ***That Council has previously resolved at the Council meeting of 23 May 2012, as follows:***

   "That Council notes:

   1. ***That it has a report on possible heavy vehicle transport routes for Colac.***
   2. ***That it does not accept any short term options and instructs that no more Council time is spent investigating short term options."***

   And also:

   "That Council notes that Council does not accept any alternative routes to Murray Street where the alternative routes are in residential areas and/or close to any school."

OM122706-12 PORT OF APOLLO BAY MANAGEMENT AGREEMENT WITH DEPARTMENT OF TRANSPORT (DOT)

Department: Infrastructure

Recommendation(s)

That Council:

1. ***Endorses the five (5) year Port of Apollo Bay Management Agreement with the Department of Transport (DOT).***

2. ***Endorses the Port of Apollo Bay Management Agreement to commence from 1 July 2012 and continue up to 30 June 2017.***

3. ***Authorises the Chief Executive Officer to sign and seal the Port of Apollo Bay Management Agreement subject to any further negotiations/clarifications with DOT and finalisation.*** *4.* ***Advises DOT that should any difficulties be faced with any of the Port of Apollo Bay Agreement clauses, the Council and DOT will continue to work together to resolve the issues in an amicable manner and any amendments made to the areas of concern achieving the best outcome from a smooth Port operations point of view.***		
OM122706-13 APOLLO BAY DRAINAGE STRATEGY - DRAFT REPORT Department: Infrastructure ***Recommendation(s)*** ***That Council:*** *1.* ***Endorses the draft Apollo Bay Drainage Strategy for public consultation.*** *2.* ***Places the draft Apollo Bay Drainage Strategy on exhibition for a minimum six (6) week period.***		

Recommendation

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

MOVED .....

SECONDED .....

OM122706-10 COLAC ROAD HIERACHY AND HEAVY VEHICLE ROUTE INVESTIGATION

AUTHOR:	Neil Allen	ENDORSED:	Rob Small
DEPARTMENT:	Infrastructure & Services	FILE REF:	F11/3291

Purpose
The purpose of this report is to present to Council for consideration, the findings from Council's consultant *"aurecon"*, and the recommendations from the *"Colac Road Hierarchy and Heavy Vehicle Community Reference Group"* (CRG) to Council in relation to a shortlist of options for further investigation of a Heavy Vehicle Route for Colac.

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

Background
Council allocated funding in the 2011/12 budget for Investigation of a Road Hierarchy and Heavy Truck Route for Colac Township.

The key reasons for this study were as follows:

a) To determine the long term Town Planning requirements in and around Colac to allow for a future orderly planning horizon over the next 50 years and to be consistent with existing planning frameworks and requirements.
b) Allow for planning of any connections and linkages with the Highway Duplication from Winchelsea to Colac, so that an integrated solution could be implemented.
c) To assist Vicroads with the planning of transport networks affecting Colac.
d) To provide guidance in relation to the development of the Colac Township.

Traffic Engineering consultants *"aurecon"* were awarded *Contract No. 1010, The Provision of Consultancy Services for Road Hierarchy and Heavy Truck Route for Colac Township,* to undertake a study and develop a proposal for the Road Hierarchy and Heavy Vehicle Truck Route for Colac township.

The consultants role was intended to develop this study based on the following:

- **Stage 1:** Identification of potential routes for preliminary analysis – this would involve working with the CRG to identify all the options raised.
- **Stage 2:** Recommendation of 10 potential routes for analysis – this would involve working with the CRG to narrow down the various options identified.
- Report Paper produced; This report would be an interim report that sets out and recommends four potential routes for a heavy vehicle deviation route for consideration within the final part of the project.
- **Stage 3:** Recommendation of 4 corridor routes for further analysis. These routes were to be indicative and were to provide guidance on where further detailed investigation should occur. The corridors could be up to several hundred meters wide and were not to be specific .

- Get Sign-Off at Council on 4 preferred routes and go out to public comment on the 4 corridors before bringing a final report back to Council with a preferred route/solution.
- **Stage 4:** Recommendation of a long term heavy vehicle deviation solution and present a report to Council for formal adoption.

The Council meeting on 29 June 2011, adopted a Community Reference Group (CRG) to assist with the *"Colac Road Hierarchy and Heavy Vehicle Study".* The Role of the CRG was to assist the consultant with the investigation of potential options and provide advice and guidance to the consultant on community matters. The Consultants role was to consider the CRG comments on the various options prior to presenting to Council a report on the recommended four (4) preferred routes for community consultation and detailed investigation.

The Reference Group consists of the following:

1) Council Representatives
   - Cr Brian Crook
   - Cr Frank Buchanan
   - Cr Geoff Higgins
   - Rob Small - Chief Executive Officer
   - Neil Allen - General Manager Infrastructure and Service
   - Doug McNeill - Manager Planning and Building

2) Contract Representative
   - Aurecon Representative – Gillian Austin

3) Community Representatives

   - Darryn Monaghan
   - John Betts
   - Simon Arundell
   - Murray Newcombe
   - Brian O'Donohue
   - David Parker
   - Michael Delahunty
   - Shane Howard
   - George Tucker
   - Mark Daffy

4) Transport Industry Representatives
   - Bulla Regal Pty Ltd
   - Wettenhalls Transport Pty Ltd
   - Clearwater Transport.

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 purpose of undertaking this study is to get the best outcome for this community. In the consideration of this study there are a number of different stakeholders, with competing interests and views.

Stakeholder involvement has been as follows:

- Community Reference Group

  The consultant has worked with the Community Reference Group (CRG) and has reviewed 40 routes as part of the elimination process. This has included the consultant and the CRG meeting five (5) times to date. The consultant has attempted to determine four (4) preferred routes for endorsement by Council, prior to undertaking extensive community consultation and detailed investigation.

  The consultants review narrowed the options down to the following:

  - Route 3 – Lake Route
  - Route 2 – North of the Lake
  - Route 8 – Outer Southern Route
  - Route 7 – Inner Southern Route.

  The CRG voted on the following recommendations for the Consultant to take to Council:

  Recommendation 1

  That five (5) long term routes be taken forward for consideration within the next stage of the Study. The routes are:
  a. Route 3 – Lake Route
  b. Route 2 – North of Lake Route
  c. Route 8 – Outer Southern Route
  d. Route 7 – Inner Southern Route
  e. Additional route – investigation of the Heavy Vehicle Alternate Route as part of the Railway Reserve Corridor.

  For: 13 Against: 1
  Carried

  Recommendation 2

  No further analysis of short term routes including Wilson Street, be undertaken as part of the Study, however, short term options to mitigate traffic issues on existing routes be considered as part of this Study.
  For: 12 Against: 2
  Carried

- Petition, Letters Received

  Prior to Council receiving the Consultants report and being given the opportunity to undertake a public consultation process, the following has occurred:

  a) Council at its Ordinary Meeting on 23 May 2012 received a petition tabled from Residents for a Liveable Community (RLC) that was signed by approximately 650 residents objecting to any Heavy Vehicle Route into any existing residential area of Colac township.

b) In addition, Council has also received in the order of 100 items of correspondence and phone requests, which officers have attended to.

The consultant was provided copies of the correspondence received and has taken the comments on board in the development of the recommendations. It is noted, however, that the Public Consultation process has not yet commenced and there will be an opportunity for the public to formally comment on the preferred options.

- Investigation of Rail Corridor

At the request of the CRG, officers undertook an investigation of the potential use of the Rail Corridor and received the following advice from Public Transport Victoria.

"We have reviewed the concept of accommodating a Heavy Vehicle By-Pass within the rail corridor passing through Colac and have come to the conclusion that it would not be viable on account of the following:

- *The rail reserve passing through Colac is quite narrow for most of the distance through the built-up area. The width varies between 17 metres in the Church and Bruce Street area to around 19 metres on the western side of town. This gives very little room for a road given that we would need a 6 metre buffer on either side of the existing line (which is located roughly in the centre of the reserve). We also need to protect the option for a second track to pass through Colac if it is ever required in the future (We need to allow a width of 4.5 metres for this second track). Given these requirements, there is little room left over for a road within the reserve. Please note that one of the 6 metre buffers would accommodate the crash wall protection that would need to be installed between the rail line and road, whilst the other 6 metre buffer is required to enable maintenance gangs to access the track.*

- *Presumably the Council would want to minimise the number of times vehicles using the Heavy Vehicle By-Pass intersect with crossroads. This is not achieved if the road runs parallel to the rail line given the number of cross roads along the rail route. There is also a worry that if there is a road accident at one of these intersections then it may impact upon the rail line.*

- *The road would be too close to the rail line for the railways to allow trucks to undertake certain turns off the Heavy Vehicle By-Pass onto cross roads given the risk of poor line of sight and the difficulty of safely crossing the line.*

In summary, there is insufficient space within the reserve for the road and there are also a number of safety issues of having heavy trucks running so close to a rail line that we do not believe are resolvable."

Based on the advice received from the Rail Authority, it is recommended that further investigation of the Rail Corridor be abandoned.

- Council Notice of Motion

At the Council meeting of 23 May 2012, Council adopted the following resolutions:

"That Council notes:

1. ***That it has a report on possible heavy vehicle transport routes for Colac.***
2. ***That it does not accept any short term options and instructs that no more Council time is spent investigating short term options."***

And also:

"That Council notes that Council does not accept any alternative routes to Murray Street where the alternative routes are in residential areas and/or close to any school."

In line with this resolution, the CRG findings and the Consultants own recommendations, no further work will be undertaken on Short Term options or alternative routes in residential areas and/or close to any school.

- Consultant Report recommendation

The consultant report and recommendation to Council after seeking feedback from various sources including the CRG and the Project Steering group is as follows:

"Recommendation 1:
The following routes should be considered within the next stage of the study:

Route 3 – Lake Route
Route 2 – North of the Lake
Route 8 – Outer Southern Route
Route 7 – Inner Southern Route

The next stage of the process will be:
- o *Develop corridors for each route*
- o *Community and Stakeholder Consultation on Corridors*
- o *Final analysis and triple bottom line assessment to identify most appropriate corridor.*

Recommendation 2:
"No further analysis of specific short term options should be pursued as part of this study.
However Council should consider commissioning work to identify and review short term mitigation measures that can help to alleviate issues associated with heavy vehicles on Murray Street, outside the heavy vehicle deviation study."

Proposal
It is proposed that the following occur:

- That a route using or adjacent the rail corridor is not supported by the Rail Authority and as such any further work on this option should be abandoned.
- No further work be undertaken on investigation of short term options, given the level of community concern regarding any short term routes, the consultants recommendations and the Council Notice of Motion.
- That the consultants report be adopted as follows:

Recommendation 1:

The following routes should be considered within the next stage of the study:

Route 3 – Lake Route
Route 2 – North of the Lake
Route 8 – Outer Southern Route
Route 7 – Inner Southern Route

The next stage of the process will be:

- *Develop corridors for each route*
- *Community and Stakeholder Consultation on Corridors*
- *Final analysis and triple bottom line assessment to identify most appropriate corridor.*

Recommendation 2:

"No further analysis of specific short term options should be pursued as part of this study.
However Council should consider commissioning work to identify and review short term mitigation measures that can help to alleviate issues associated with heavy vehicles on Murray Street, outside the heavy vehicle deviation study."

Financial and Other Resource Implications
The allowance for this project has been funded in the Council budget process under Contract No.1010. Any additional works required outside the contract by Council will require a variation under the contract, however, at this stage no additional works are proposed.

Risk Management & Compliance Issues
The failure to properly plan for the future needs of Colac Township and address the long term Heavy Vehicle Route through or around town could have major cost implications to Council in the future if land and property access is required and needs to be purchased at a later date.

Other Risk Management issues include:

- Town Planning Issues that could affect future zoning of land.
- Future constraints on Strategic Planning issues
- Environmental issues of noise and amenity.

Environmental and Climate Change Considerations
The detailed analysis of the final routes will investigate the impact of environmental issues as part of the investigation. This will be reported as part of the final report.

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 method selected to-date has been consult and involve through the Community Reference Group. It is proposed to release the consultant's report and seek public comment on each of the options through a comprehensive community engagement process that will include media releases, workshops and stakeholder meetings.

Aurecon is proposing the following:

- Stakeholders

Stakeholders will be invited to join stakeholder focus group workshops to be held in Colac.

Stakeholders will be agreed with Council but are anticipated to include:

- Department of Transport
- VicRoads
- Department of Sustainability and Environment
- CFA
- SES
- Police
- Any service authorities Council deem relevant to the final Corridors

Focus Group Purpose: Discuss any issues associated with any of the shortlisted routes prior to completion of final analysis.

- Community Open Day

  - Propose two (2) sessions on the Open Day to give community options for attending – 4.00pm-5.30pm and 6.00pm-7.30pm
  - Facilitated by Helen Weston
  - Format of the Open Day
  - Short formal presentation of process and four shortlisted routes / corridors
  - Question period
  - Individual discussion period
  - Formal feedback opportunities

Implementation

The corridors recommended by the consultant are indicative only and can be several hundred metres wide. They will be refined as part of the Community and Stakeholder Consultation. It is proposed that the Council adopts the consultants recommendations and commence a process of finalising the review as follows:

- *Develop corridors for each route being:*
  a) Route 3 – Lake Route
  b) Route 2 – North of the Lake
  c) Route 8 – Outer Southern Route
  d) Route 7 – Inner Southern Route

- *Undertake Community and Stakeholder Consultation on Corridors*
- *Final analysis and triple bottom line assessment to identify most appropriate corridor*
- *Report findings back to Council for formal endorsement – Target date End of September 2012.*

However given that the 2012 Local Government elections are to be held on 27 October 2012, the caretaker period will commence 32 days earlier at midnight on 25 September 2012, it would seem unreasonable to expect the existing council to commit the new council to something that it may not agree with. As such, it would seem reasonable that the consultant continue with the preparation work of the 4 routes and conduct the Consultation process after the Council elections.

Conclusion

Council needs to determine a long term heavy vehicle route to address the future needs of the community. Given the impending duplication of the Princes Highway from Winchelsea to Colac, it is imperative that this work be undertaken in conjunction with the planning work undertaken by Vicroads to determine the alignment of any proposed by-pass.

Therefore, the consultant should continue with the investigation of a long term heavy vehicle route with following routes considered within the next stage of the study:

Route 3 – Lake Route
Route 2 – North of the Lake
Route 8 – Outer Southern Route
Route 7 – Inner Southern Route

The consultation phase should occur after the Council is elected and the final consultant report should be reported back to the newly elected Council for adoption.

Attachments
1. Colac Heavy Vehicle Deviation Study – Shortlist Paper

Recommendation(s)

That Council:

1. ***Investigates the following corridor routes within the next stage of the study:***

   Route 3 – Lake Route
   Route 2 – North of the Lake
   Route 8 – Outer Southern Route
   Route 7 – Inner Southern Route

2. ***Instructs the consultant to conduct the consultation process for the next stage of the study after the Council elections on 27 October 2012 and report the final recommendation on the preferred route back to the new Council.***

3. ***Abandons any further investigation of the Rail Corridor as part of this study.***

4. ***Abandons any further investigation of specific short term options as part of this study.***

5. ***Requests Vicroads in conjunction with Council, to review short term mitigation measures that can help to alleviate issues associated with heavy vehicles on Murray Street, Colac, outside the heavy vehicle deviation study.***

~~~~~~~~~~~~~~~~~~~~ ~~~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~~~

OM122706-11 PETITION IN RELATION TO THE COLAC ROAD HIERARCHY HEAVY VEHICLE TRUCK ROUTE

AUTHOR:	Neil Allen	ENDORSED:	Rob Small
DEPARTMENT:	Infrastructure & Services	FILE REF:	F11/3291

Purpose
This report deals with a petition received at the Council from Residents for a Liveable Community (RLC).

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

Background
Council has been undertaking an investigation for a Road Hierarchy and Heavy Truck Route for the Colac Township. The Council had formed a Community Reference Group (CRG) to assist with investigation of potential options in relation to the study. A consultant, "a*urecon*", was awarded the contract to carry out these works and was in the process of establishing four (4) options for further detailed investigation. The CRG had met on five (5) occasions to try and shortlist the routes for detailed consideration. It was intended that the shortlisted options would be discussed with Council prior to going to public consultation.

Council's procedure under Local Law No. 4 in relation to Division 8 - Petitions and Joint Letters, is as follows:

1. *Unless Council determines by resolution to consider it as an item of urgent business, no motion (other than a motion to receive the same and advise the head petitioner of Council's decision) may be made on any petition, joint letter, memorial or other like application until the next Ordinary Meeting after that at which it has been presented.*
2. *It is incumbent on every Councillor presenting a petition or joint letter to acquaint himself or herself with the contents of that petition or joint letter, and to ascertain that it does not contain language disrespectful to Council and that the contents do not violate any Local Law.*
3. *Every Councillor presenting a petition or joint letter to Council must write his or her name at the beginning of the petition or joint letter.*
4. *Every petition or joint letter presented to Council must be in writing (other than pencil) or be typed or printed, contain the request of the petitioners or signatories and be signed.*
5. *Every petition or joint letter must be signed by the persons whose names are appended to it by their names or marks, and, except in cases of incapacity or sickness, by no one else and the address of every petitioner or signatory must be clearly stated.*

Council at its meeting on 23 May 2012 received a petition in relation to the Colac Road Hierarchy Heavy Vehicle Truck Route from Residents for a Liveable Community (RLC) which has collected 645 signatories that state that "*a heavy vehicle truck route in a residential area is not what Colac wants*".

A copy of that Petition was provided in the Councillor's room for all Councillors to see if required. In accordance with Council's Local Law No. 4, this matter must now be dealt with.

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
A report was being prepared by the consultant "*aurecon"* on potential routes in relation to the Colac Road Hierarchy Heavy Vehicle Truck Route. Part of the investigations involve trying to narrow down the options from an initial 40 options to four (4) options for a detailed investigation. The consultant was working with the CRG that was appointed to assist the consultants through this process. At the time the Petition was handed to Council, the consultant was part way through the investigation and the preferred options had not yet been formally recommended by the consultant or presented to Council.

Given that the consultant's report had not been released to the community for comment, then the Petition would seem premature as the community did not have access to a copy of the consultant's recommendation for consideration. Notwithstanding, a Petition has been received and must be dealt with.

Proposal
It is proposed that the Petition be considered in relation to the development of any options for the Heavy Vehicle Truck Route notwithstanding that the Petition was prior to the report being presented to Council. Comments in relation to the Petition have been forwarded onto the consultant for consideration in development for their final recommendations.

Financial and Other Resource Implications
The financial and other resource implications for Council to undertake detailed studies of numerous options without going through a formal process with the CRG, would have a significant financial impact on Council as there needs to be a structured process in place for the consultant to undertake detailed investigation of desirably four (4) options.

Risk Management & Compliance Issues
With the duplication of the Princes Highway coming to Colac by 2016 and the longer term planning requirements to determine a suitable heavy vehicle route around the perimeter of Colac, this project has significant planning implications for Council if it is not carried out. Previous attempts to undertake this study have not been successful and this compromises Council's long term planning ability for any heavy vehicle bypass options. If the Heavy Vehicle study is not completed, Council's ability to strategically plan for the future risks being compromised. In relation to risk arising from this Petition, Council needs to ensure that comments are considered as part of the overall study notwithstanding the study is a work in progress and at the time the Petition was received at Council, the shortlistrf options had not been finalised or presented to Council.

Environmental and Climate Change Considerations
Not Applicable

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 consultants have allowed for a formal consultation process with the community prior to presenting a final report to Council. The method selected would be inform, consult, and

involve through the consultant undertaking community and stakeholder consultation on shortlisted corridors.

Implementation
It is proposed that to implement this, a letter be forwarded to the initiators of the Petition thanking them for their Petition and advising as follows;

1. That their Petition has been provided to the Council and the consultant and will be considered in the determination of a final route for a Heavy Vehicle Truck Route.
2. That Council has previously resolved at the Council meeting of 23 May 2012, as follows:

   "That Council notes:

   1. That it has a report on possible heavy vehicle transport routes for Colac.

   2. That it does not accept any short term options and instructs that no more Council time is spent investigating short term options."

   And also:

   "That Council notes that Council does not accept any alternative routes to Murray Street where the alternative routes are in residential areas and/or close to any school."

Conclusion
To address the needs of the originators of the Petition, a letter needs to be sent to them advising of the Council actions to-date and that consideration of the petition has occurred.

Attachments
Nil

Recommendation(s)

That Council writes to the originators of the Petition advising them as follows:

1. ***That their Petition has been provided to the Council and the consultant, and will be considered in the determination of a final route for a Heavy Vehicle Truck Route.***

2. ***That Council has previously resolved at the Council meeting of 23 May 2012, as follows:***

   "That Council notes:

   1. ***That it has a report on possible heavy vehicle transport routes for Colac.***
   2. ***That it does not accept any short term options and instructs that no more Council time is spent investigating short term options."***

   And also:

   "That Council notes that Council does not accept any alternative routes to Murray Street where the alternative routes are in residential areas and/or close to any school."

~~~~~~~~~~~~~~~~~~~~ ~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~~~

OM122706-12 PORT OF APOLLO BAY MANAGEMENT AGREEMENT WITH DEPARTMENT OF TRANSPORT (DOT)

AUTHOR:	Ranjani Jha	ENDORSED:	Neil Allen
DEPARTMENT:	Infrastructure & Services	FILE REF:	F11/2677

Purpose
The purpose of this report is to seek Council endorsement of the five (5) year Management Agreement forwarded by Department of Transport (DOT) for Port of Apollo Bay.

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

Background
At the June 2011 Council meeting, Council resolved the following:

1. Supports the 12 month extension of the Port of Apollo Bay Management Agreement with the Department of Transport (DOT) incorporating the minor amendments as detailed in the report and shown in the attachment effective from close of business on 1 July 2011 to 1 July 2012.
2. Authorises the Chief Executive Officer to sign and seal the Agreement subject to any further negotiations with DOT and finalisation.
3. During the 12 month period, continues to negotiate with DOT the long term agreement to be applicable from 1 July 2012 and a further report provided to Council in relation to the future management agreement with DOT.

In the past 12 months, DOT continued to interact with all the South Western Local Ports discussing various models for the future management. In the same context, a document was received from DOT titled “Local Ports Governments Review” advising Council of the various models and seeking Council’s opinion regarding these models. Some of the models that were suggested were:

a) Management through Municipal Councils
b) Parks Victoria (PV) model based on Crown Land Reserves Act 1978
c) Coastal Committee of Management model

After consideration and weighing of advantages and disadvantages associated with each model, Council decided that the current model of Council acting as the Committee of Management for Port of Apollo Bay Management is working well and can be continued. It was indicated that with the Council Committee of Management Model the following advantages exist:

- Greater control in the Port Management
- Ability to have a say in town planning issues relating to Ports and surrounding areas
- Facilitating the implementation of Apollo Bay Harbour Masterplan
- Taking into account tourist, economic development and environmental issues
- Greater accountability in financial reporting
- Pursuing the government funding options

- Lobbying with the government for finding a reliable solution to the current Undaria growth issue
- Having a say in setting of Fees & Charges at the Harbour
- Gain competitive edge in the development of the Apollo Bay Harbour.

In order to make the Council Committee of Management model work more effectively, certain comments were made in response to the Port Governance Review discussion paper as mentioned below:

- DOT should be assisting with the Port Business Planning Process
- Assistance with the smooth implementation of the Marine Act
- DOT to coordinate the Asset Management Plan development
- Ongoing review and implementation of Safety & Environment Management Plan (SEMP)
- Coordination of Council's Policy & Procedures
- Addressing of risk incidents and insurance issues
- Taking into account the timeframes applicable for setting above budget and submission of budget.

Taking into account the comments made, the DOT have drafted the new Port Management Agreement for the period of five (5) years commencing 1 July 2012 and ending 30 June 2017. Most of the suggestions made to DOT have been taken into account in drafting of the new agreement. The draft Agreement was scrutinised by Council's Infrastructure and Services Department and forwarded to Finance and Risk Management Units for comment.

The Infrastructure and Services Department have made a number of comments that have been taken into account and response provided. Some of the clarifications made by DOT in response to Infrastructure comments are:

- The term "Capital Expenditure" has been replaced with "Project Funding" because of Project Funding being a broader term.
- It has been agreed that the plant and machinery currently being used at the Harbour will be replaced by DOT; such as crane, Ute, truck etc.
- The maintenance works shall be prioritised in accordance with Asset Management Plan.
- Template to be provided for development of Business Plan and DOT has agreed to assist the Local Port Managers in this regard.
- The final Local Port budget can only be agreed after the government's budget has been announced and funding allocation can only be within the constraints of government funding. No assurance can be given at this point of time by DOT about level of future funding.
- The budget format can be reformatted in order to indicate the operational budget as well as Capital Works, however, capital funding is not necessarily within a funding year but depends on a number of government funding avenues.
- The Port Fee & Charges is currently under review by DOT and Minister's advice is being sought on this issue.
- The funding of various capital works projects will be subject of signing of a Project Agreement which is currently being developed by DOT.
- The negotiation of the new Management Agreement will commence in the last 12 months of the five (5) year Agreement duration.
- The expiry or the termination of the Management Agreement will not revoke the appointment of the Port Manager as appointment and revocation will involve governance in-council process (not a DOT process).

- The parties may agree to terminate this agreement at any time if required.
- Port Managers to invest funds over $2M with Treasury Corporation of Victoria.
- Need for use of accrual accounting and not cash accounting.
- An Annual Report will need to be provided to DOT in accordance to Schedule 4 of agreement which is currently being developed.
- Requirement to submit Asset Register in addition to the annual reporting process.
- Clarification of Australian Accounting Standards that apply to the audited accounts.
- No change to the insurance requirements. DOT will maintain the insurance policies and pay the deductibles.
- Need for Port Managers to notify DOT immediately on incidents.
- Port Managers will be required to undertake a risk audit and report to DOT by 31 March each year.

Most of the changes made by DOT in the new Draft Agreement appear to be acceptable and reasonable from an infrastructure maintenance point of view.

In addition to the comments made by the Infrastructure and Services Department, certain comments were made by the Finance Unit as summarised below:

- *All assets of the Port will be controlled and managed by the entity, Port of Apollo Bay.*
- *Clarification that the Department of Transport is the owner of the entity, Port of Apollo Bay.*
- *Clarification that Colac Otway Shire Council is the manager of the entity, Port of Apollo Bay.*
- *All assets are to be recorded within one asset register in accordance with Australian Accounting Standards.*
- *Clarification that the Port of Apollo Bay is to be reported on as part of Council.*
- *The Port of Apollo Bay will need to be considered within Council's budget cycles in future.*
- *All assets, including items such as the dredge, pipe line, etc will be owned by the Department of Transport and their future replacement will be funded by the Department of Transport.*

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.

The Council Plan 2009/2013 indicates that Council has an ongoing commitment for the management and operations of the Apollo Bay Harbour via:

- Objective 5 Economy Development - Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy and partnership.
- Strategy - Facilitate the development of infrastructure for business investment, growth and liveability.
- Support the Apollo Bay Precinct Development.

Issues / Options
Council has the following options with regards to the Port of Apollo Bay Agreement:

1. Option – Not Accept
   Council could not accept the five (5) year Port of Apollo Bay Management Agreement and handover the Port operational responsibilities to the State Government.

   This option is not recommended as it will impact on the Council's Vision of systematic implementation of Apollo Bay Harbour development, ensuring that the harbour

continues to be a working harbour, boosts local economy as well as provides a better quality of life for the local ratepayers.

2. Option –Accept
   Accepting and signing of the five (5) year Port of Apollo Bay Management Agreement from 1 July 2012 to 30 June 2017.

   It is recommended that Council signs the five (5) year Management Agreement as the previous Agreements upon transfer of Local Ports from Department of Sustainability and Environment (DSE) to DOT was for a 12 months duration. The objective of the 12 month duration was to review the various governance models. With the completion of the governance review DOT and Council are in a better position to enter into a long term agreement.

Proposal
It is proposed that Council accepts the five (5) year Management Agreement for the Port of Apollo Bay as forwarded by Local Ports Division of DOT. There are no major issues identified with the Agreement that will prevent Council from signing this Agreement.

Financial and Other Resource Implications
The current operational budget is $779,914 in this current financial year. No guarantee has been given towards the level of annual funding that will be provided to the various Ports into the future, however, it is likely that the operational funds will be maintained to the same level and any significant capital works funding will rely on the lodgement of funding applications.

At this stage consideration is towards the acceptance and signing of the five (5) year Management Agreement.

Risk Management & Compliance Issues
There does not appear to be any issues linked to risk management and compliance matters as a result of this report. The clauses mentioned within the report relating to risk management, insurance cover by DOT and incidence reporting requirements will address most of the risk management issues associated with the harbour operation.

Environmental and Climate Change Considerations
Not applicable. This is addressed in the Apollo Bay Harbour's Safety and Environment Management Plan (SEMP) and currently being reviewed.

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 method selected would be inform.

Once Council decides on the signing of a five (5) year Management Agreement the information will be made known to the harbour users and the wider community through Council's media relations utilising local newspaper and news bulletins.

Implementation
It is expected that after the expiry of the current 12 month Agreement on 1 July 2012, the operations will continue as usual in accordance to the new five (5) year Agreement. There is a lot of similarity with the previous Agreement, therefore no drastic changes are likely to be faced. Some of the requirements highlighted by DOT in the context of Asset Management,

Risk Management, and new Marine Safety Act will be gradually implemented through ongoing meetings with the DOT officers.

Conclusion
The current 12 month Port of Apollo Bay Management Agreement comes to an end on 1 July 2012. In the last 12 months consultation has taken place between the DOT and all South Western Local Ports discussing the various models that can be utilised for smooth operation of Local Ports. A detailed report was written to Council on the various models available for the future governance of Local Ports. With the endorsement of Council, comments were forwarded to DOT and taken into account in drafting the new Agreement. Most of the clauses in the new Agreement have been scrutinised by Council's Infrastructure, Finance and Risk Management Departments. Comments made by Finance with respect to the budget cycle, upgrade of Asset Register and ownership of floating plants by DOT have been discussed in detail and amended to suit Council's auditing requirements. The Agreement in the present form appears to be acceptable to be signed.

Attachments
1. DOT Letter
2. Draft Port Agreement
3. Port Agreement with changes
4. Table - Current & Proposed
5. Comments on Draft Agreement

Recommendation(s)

That Council:

1. ***Endorses the five (5) year Port of Apollo Bay Management Agreement with the Department of Transport (DOT).***

2. ***Endorses the Port of Apollo Bay Management Agreement to commence from 1 July 2012 and continue up to 30 June 2017.***

3. ***Authorises the Chief Executive Officer to sign and seal the Port of Apollo Bay Management Agreement subject to any further negotiations/clarifications with DOT and finalisation.***

4. ***Advises DOT that should any difficulties be faced with any of the Port of Apollo Bay Agreement clauses, the Council and DOT will continue to work together to resolve the issues in an amicable manner and any amendments made to the areas of concern achieving the best outcome from a smooth Port operations point of view.***

~~~~~~~~~~~~~~~~~~~~ ~~~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~~~

OM122706-13 APOLLO BAY DRAINAGE STRATEGY - DRAFT REPORT

AUTHOR:	Ronan Corcoran	ENDORSED:	Neil Allen
DEPARTMENT:	Infrastructure & Services	FILE REF:	F11/3291

Purpose
The purpose of this report is to seek Council endorsement to commence public consultation of the Draft Apollo Bay Drainage Strategy.

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

Background
In recent years residents of Apollo Bay have consistently experienced flooding events on a regular basis.

It has become apparent that urban development has considerably outstripped investment in the major drainage network. This overburdening of the existing drainage network has led to flooding events in the township apparently increasing in frequency and severity in recent years.

These considerations led Council to allocate funds in the 2011/2012 budget to carry out a strategic report on the drainage of the Apollo Bay and Marengo townships. Marengo was eventually excluded from the study due to insufficient funds.

The Apollo Bay Drainage Strategy was required to:

- Assess the condition and effectiveness of the existing network.
- Identify, through hydraulic modelling, drainage improvement options including cost estimates. These options were required to cater for an improved standard of stormwater conveyance while also accounting for the likely effects of global warming and development.

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.

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

Issues / Options
The existing drainage network was found mostly to be of a poor standard and is, in places, performing significantly below minimum design requirements. The "spine" of the network is currently unable to convey more than the two (2) year return period event in parts of the commercial area. The required return intervention is 20 years for commercial areas. The invert level of the Thomson Street outfall – which services the entire commercial area of Apollo Bay - is too low and suffers greatly from high tide events and experiences significant maintenance and hydraulic difficulties as it frequently becomes blocked with sand following storm events.

The study undertook detailed analysis and modelling of a suite of improvement options that were tested against the likely effects of climate change and increased development.

Proposal
This draft strategy recommends major civil works improvement options to deal with the issues outlined above. The options are also recommended to be placed within Council's Capital Works Program as discreet packages of work. The recommendations include:

- A duplicate outfall at Thomson Street with a raised invert level combined with realignment and upsizing of the stormwater network at the Great Ocean Road / Thomson Street intersection.
- A diversion drain at McLachlan Street that takes stormwater away from the foreshore and which discharges directly to the Barham River and Milford Creek.
- Upsizing of the "spine" of the existing network servicing the commercial area and immediate surrounds.

Financial and Other Resource Implications
This report recommends a total of $3.8 million dollars worth of capital works investment into the drainage network. It is proposed that a funding report will be prepared by Infrastructure Services over the next 12 months.

Risk Management & Compliance Issues
This report has identified that Council is not meeting minimum standards with regards to the drainage of the Apollo Bay Township. Council could possibly be challenged if steps are not taken to raise the standard of the Apollo Bay drainage network to industry standards.

Environmental and Climate Change Considerations
This report has used the latest figures in likely future climate change effects as part of the development of the drainage improvement options.

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 method selected would be consult and include a public meeting to be held in Apollo Bay where the report would be presented as part of the six (6) week submission period. A targeted information session has occurred with the Otway Coastal Committee (OCC). It is proposed that consultation with OCC, Department of Sustainability & Environment (DSE) and VicRoads would occur as part of the detailed design of improvement options.

Implementation
Following Council's consideration of the Draft Apollo Bay Drainage Strategy, Council officers will commence the public awareness process by placing copies of the report in Colac and Apollo Bay at accessible locations and on Council's website while also undertaking

advertising of the draft report in the local media. A minimum of six (6) weeks will be given for lodgement of written submissions.

Conclusion
The Apollo Bay drainage network is performing poorly in most areas. Council is not meeting minimum standards required with regards to the drainage network. Flooding issues will continue to occur in Apollo Bay should no action be taken. The severity and frequency of flooding events is set to increase with the effects of climate change and increased development.

The draft Apollo Bay Drainage Strategy makes detailed recommendations based on hydraulic modelling of the network that are designed to bring the stormwater network up to a suitable standard.

By endorsing this document for public exhibition and comment, Council will provide the opportunity for community input to further refine the strategy's recommendations.

Attachments
1. Apollo Bay Drainage Strategy - Draft Report

Recommendation(s)

That Council:

1. ***Endorses the draft Apollo Bay Drainage Strategy for public consultation.***

2. ***Places the draft Apollo Bay Drainage Strategy on exhibition for a minimum six (6) week period.***

~~~~~~~~~~~~~~~~~~0 ~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~

CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion
W = Withdrawal

ITEM	D	W
SUSTAINABLE PLANNING AND DEVELOPMENT **OM122706-14 APOLLO BAY SETTLEMENT BOUNDARY & URBAN DESIGN REVIEW - ADOPTION OF FINAL REPORT** Department: Sustainable Planning and Development ***Recommendation(s)*** ***That Council:*** ***1. Adopts the Final Apollo Bay Settlement Boundary and Urban Design Review Report, June 2012.*** ***2. Requests authorisation from the State Planning Minister to prepare and exhibit an amendment to the Colac Otway Planning Scheme to implement the planning related outcomes of the project.*** ***3. Refers urban design recommendations of the Final Project report, including capital works proposals, to future budget processes for consideration, and inclusion in the 10 year capital works and major projects list.***		
OM122706-15 BIRREGURRA NEIGHBOURHOOD CHARACTER STUDY - ADOPTION OF FINAL REPORT Department: Sustainable Planning and Development ***Recommendation(s)*** ***That Council:*** ***1. Adopts the Birregurra Neighbourhood Character Study final report, June 2012.*** ***2. Requests authorisation from the State Planning Minister to prepare and exhibit an amendment to the Colac Otway Planning Scheme to implement the planning related outcomes of the project.***		

3. Exhibits the Planning Scheme Amendment in conjunction with the implementation of the Birregurra Structure Plan when it is completed and adopted by Council. ***4. Requires staff to consider the preferred character outcomes of the Study when planning and designing public infrastructure improvements within Birregurra in the future.***		
OM122706-16 COLAC OTWAY SHIRE COUNCIL ENVIRONMENTAL SUSTAINABILITY POLICY Department: Sustainable Planning and Development ***Recommendation*** ***That Council adopts the Colac Otway Shire Environmental Sustainability Policy 2012.***		
OM122706-17 COLAC OTWAY FIRE MANAGEMENT PLAN Department: Sustainable Planning and Development ***Recommendation(s)*** ***That Council:*** *1.* ***Endorses the draft "Colac Otway Fire Management 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.***		
OM122706-18 MUNICIPAL RELIEF AND RECOVERY PLAN Department: Sustainable Planning and Development ***Recommendation*** ***That Council adopts the Colac Otway Shire Municipal Relief and Recovery Plan.***		

OM122706-19 MUNICIPAL EMERGENCY MANAGEMENT PLAN Department: Sustainable Planning and Development ***Recommendation*** ***That Council adopts the Colac Otway Shire Municipal Emergency Management Plan.***		

Recommendation

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

MOVED ***.....***

SECONDED ***.....***

OM122706-14 APOLLO BAY SETTLEMENT BOUNDARY & URBAN DESIGN REVIEW - ADOPTION OF FINAL REPORT

AUTHOR:	Don Lewis	ENDORSED:	Jack Green
DEPARTMENT:	Sustainable Planning & Development	FILE REF:	F11/2671

Purpose
To seek Council's support to adopt the final Apollo Bay Settlement Boundary and Urban Design Review report and update the Planning Scheme with its outcomes through a Planning Scheme Amendment. The report also proposes that urban design initiatives contained in the report be referred to Council's long term capital works and major projects list for future funding.

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

Background
In December 2010 Council appointed consultant firm Planisphere to undertake a review of land supply and demand in Apollo Bay, assess selected sites for potential urban development and to establish urban design initiatives for the Apollo Bay town centre.

A project steering committee with councillor representation was established, and an Issues Analysis paper was released for public consultation in March 2011. A 'drop-in' information session for the community was held, and submissions were received. Since this period, further steering committee meetings have been held and a draft report completed for public exhibition. Consultation on the draft document was undertaken in September 2011, including a 'drop-in' information session, with18 submissions received.

Council Plan / Other Strategies / Policy
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.

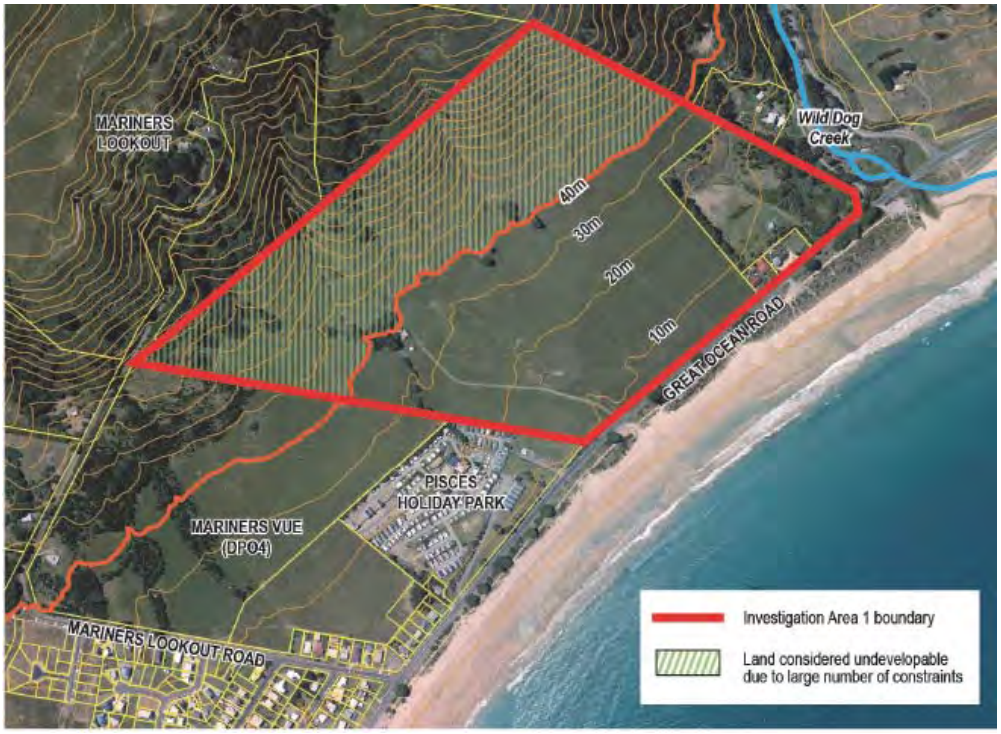
The Council Plan contains a specific strategy to: "*Ensure all Council land use plans and strategies are current and responsive*", and there is an action to: "*Undertake a review of future growth options for Apollo Bay*". This project fulfils this action.

As noted above, the Apollo Bay Structure Plan 2007 was implemented into the Planning Scheme by Amendment C55 in 2009. The current project reviews specific parts of the settlement boundary in the Framework Plan applying to Apollo Bay as expressed in Clause 21.03 of the Planning Scheme. The Study will result in an adjustment to this clause which will need to be achieved by a Planning Scheme Amendment, and has considered all relevant state and local policies as expressed in the project report.

Issues / Options
Investigation Areas

The following is a summary of the key outcomes of the report relating to the five investigation areas:

Investigation Area 1

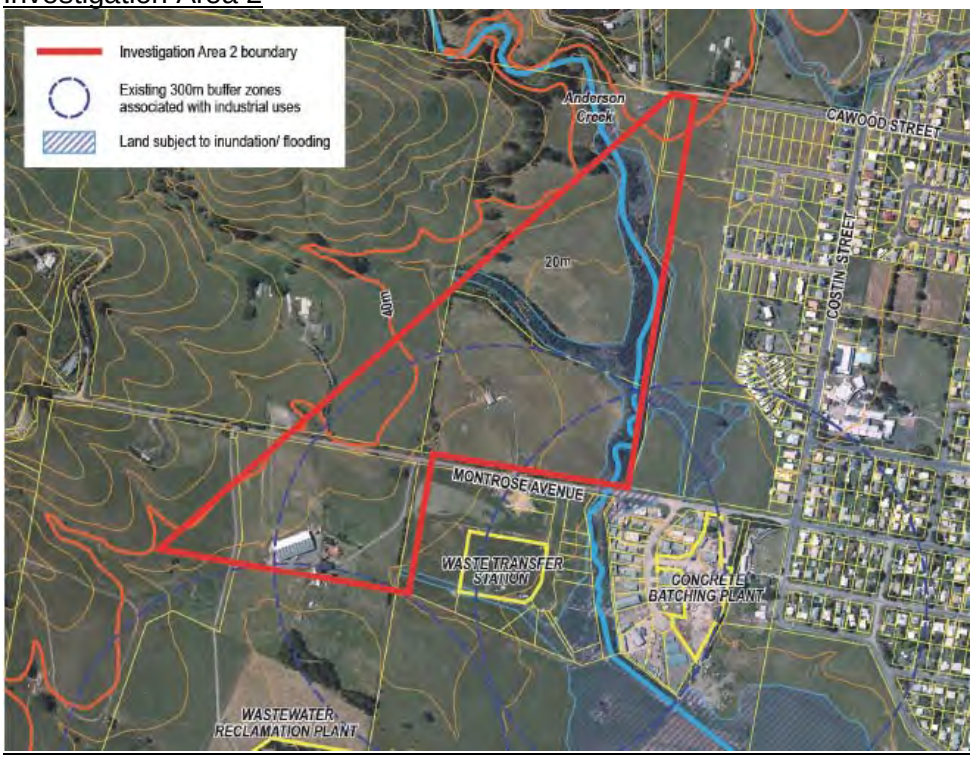


Investigation Area 1 includes the land between Pisces Caravan Park and Wild Dog Creek which is currently outside the settlement boundary and is zoned Rural Conservation Zone. The report recommends that Area 1 should be supported for rezoning to Residential 1 Zone to provide additional supply of residential land over the next 15 years. This is justified on the basis that:

- The loss of expected housing yield from the Great Ocean Green proposal has significantly reduced future supply.
- The site is relatively unconstrained and cleared of native vegetation.
- The site would extend the township to a natural boundary of Wild Dog Creek.

The report notes that whilst there are state planning policies that discourage ribbon development between coastal towns, and encourage compact walkable towns, the report supports further extension of the town over this site on the grounds that there are very few opportunities for growth along the coast, other opportunities for growth in Apollo Bay have been largely ruled out through investigations undertaken by this project, and this site has few environmental constraints to development provided development is limited to being below the 40m contour. Design Guidelines for future development on the site have been developed to form part of the final recommendations to ensure appropriate planning outcomes are achieved.

Investigation Area 2



This area includes land between Cawood Street and Montrose Avenue, north of the industrial estate and west of existing residential development, and was flagged for potential development subject to investigation in the 2007 Structure Plan. The report recommends that the site should not be considered for rezoning to accommodate residential growth on the basis that:

- A high proportion of the investigation area is subject to flooding and landslip, substantially limiting the area of land available for development.
- Vehicular and pedestrian access to the area is limited.
- Buffer zones associated with adjacent industrial land uses significantly limit the area of land available for residential development.
- The area cannot be serviced through the existing water supply network due to its high elevation and location.

Whilst generally not supporting development in this area, the report highlights potential for a very small area at the northern edge between the waterway and an existing residential zoned area yet to be developed, so that the creek forms a natural boundary for the edge of the town. It also flags potential for a north-south road connecting Cawood Street and Montrose Avenue and a potential land swap of Council owned and private land to better locate the existing public open space reserve that is currently undeveloped in this precinct.

It is further recommended that the undeveloped land north of Montrose Avenue in the Industrial 1 Zone should be rezoned to Industrial 3 Zone to better reflect the land's position adjacent to residential areas, and the need to protect residential amenity.

Investigation Area 3

This area is a thin strip of land on the south side of Seymour Crescent adjoining the Barham River floodplain, and was one of the sites included by the Minister in the Framework Plan for Apollo Bay as an investigation area when adopting Amendment C55. The report recommends that the site is not suitable for residential development on the following grounds:

- The site is potentially prone to future flooding and is highly unstable from a landslip point of view based on a desktop analysis.
- Development of this area would impact on the character of the adjacent Barham River floodplain and the loss of public views across the floodplain.
- The small size of the land significantly limits potential development yield.
- The site is partially within the existing buffer associated with adjacent industrial land.

Investigation Area 4

This site is a small area of land directly abutting the northern boundary of the Barham River adjoining the Heathfield Estate, and was the second of the two sites included by the Minister in the Framework Plan for Apollo Bay as an investigation area when adopting Amendment C55. The site is not recommended for residential development on the basis that:

- The area is subject to drainage issues, and further erosion and flooding.
- The relatively small size of the land would not assist in addressing future housing demand.
- Vehicular access to the site is severely restricted.
- Opportunities to establish pedestrian/vehicular access through to the Heathfield Estate open space are limited without the construction of significant infrastructure (a bridge over low lying flood prone land).

Investigation Area 5

This site is zoned Residential 1 Zone and situated between Pascoe Street and Great Ocean Road, directly north of the current end of the commercial area up to the service station. The site has not been recommended for rezoning to Business 1 Zone (ie extension of the town centre) on the basis that:

- There is significant capacity within the existing Business 1 zoned land for anticipated increases to retail floor space within the next 15 years.
- The existing Residential 1 Zone already allows for some commercial development to occur without the need to re zone the land.
- The majority of properties in Area 5 have been developed for accommodation or residential uses that are likely to remain so into the future. Rezoning may result in new development that conflicts with existing land uses and creates a fragmented retail strip.
- Development of the area for retail would serve to elongate the commercial centre to the north, reducing the compact walkable nature of the existing town centre.

Land Supply and Demand Analysis

An updated land supply and demand analysis was undertaken as part of the review. In terms of residential supply, the assessment takes into account the capacity of broad hectare sites to accommodate new subdivision, the development of vacant allotments within existing developed areas, and infill development associated with multi-dwelling developments and subdivision within existing areas.

In this respect, the report concluded that:

- There is currently 14-16 years supply of residential zoned land in the townships of Apollo Bay and Marengo combined.
- No additional industrial zoned land is needed in Apollo Bay in the next ten years. Available industrial zoned land totals 15 hectares and exceeds the projected demand of 9 hectares to 2021.

- There is an adequate supply of business zoned land to support the estimated 2,600m² of retail expansion required to 2025.

This assessment would support the further rezoning of land to support residential development as considered in Investigation Area 1, for the land north of Pisces Caravan Park. Should this aspect of the report be supported and ultimately adopted by Council, the land owner would still need to lodge a request with Council to rezone the land, and provide the necessary strategic and technical supporting documentation to enable this to occur.

Urban Design Initiatives

In addition to the five investigation areas, the project involved the identification of initiatives to improve the quality of existing streetscapes and pedestrian links, and to better integrate infill development and new residential growth areas with the existing town centre. The following is a summary of the key recommendations arising from the report:

Rear car parking areas:

- Remove dividing fences
- Improve paving and line marking
- Introduce formal pedestrian pathways
- Improve way finding signage
- Improve lighting
- Introduce colour/artworks
- Shops to provide rear entrances and face on to car parking areas.

Mid-block pedestrian laneways:

- Highlight entrance points through signs
- Introduce artwork/colour
- Improve lighting
- Remove clutter
- Widen lanes as development occurs.

Pascoe Street streetscape treatments to include:

- Planting theme with Water Sensitive Urban Design
- Footpath widening with 45 or 60 degree car parking (consistent with the recommendations of the adopted Colac and Apollo Bay Car Parking Strategy) and the introduction of bicycle lanes
- Improved signage/way finding
- Lighting upgrades at low level
- Improved pedestrian crossing points.

Outer areas pedestrian connection:

- Continuous informal coastal themed footpath connections to Martin, Whelan and McLachlan Streets and Pengilly Avenue.
- Explore safe crossing points across the Great Ocean Road near Cawood Street and Pisces Caravan Park.

Feedback on the Draft Plan

Following exhibition of the draft document, 18 submissions were received and were mainly supportive of the overall recommendations. However, a range of views were submitted which identified the following:

- The need for housing diversity in Apollo Bay
- Concern as to how drainage to Area 1 would be managed
- Protection of views to and from Seymour Crescent
- Support for some development in Area 3
- General flooding in Apollo Bay township
- Other comments not relevant to the project.

Changes to final document

Final changes to the report were minor and did not alter the key recommendations for the five investigation areas which support a rezoning of Area 1 (land between Wild Dog Creek and Pisces Caravan Park), and ruled out the remaining 4 sites due to various constraints.

Minor changes incorporated into the final report include the following:

- Further clarification was sought concerning infill potential within the Design Development Overlay 5 and Design Development Overlay 6 which resulted in a revised overall land supply of approximately 14-16 years (up from the 11-12 years originally estimated).
- Reduced minimum lot size for the land proposed for rezoning in Area 1 from 800 square metres to 600 square metres as contained in the Design Guidelines for Area 1.
- Support rezoning of existing Industrial 1 land north of Montrose Ave to Industrial 3 to minimise long term amenity impacts on nearby residential land.

Proposal

It is proposed that Council adopts the final Apollo Bay Settlement Boundary and Urban Design Review final report and resolves to prepare and exhibit a planning scheme amendment that implements its findings.

Financial and Other Resource Implications

The study has been undertaken in accordance with the budget allocation for the project which comprised a State Government grant under the 'Creating Better Places' program of $40,000 and a $20,000 contribution from Council.

Risk Management & Compliance Issues

Council can only consider strategic directions for land use in Apollo Bay that align with broader State Government planning policies. The final report has been developed to meet this objective and provide the best opportunity of being successfully implemented in the Planning Scheme.

Environmental and Climate Change Considerations

The Apollo Bay Settlement Boundary and Urban Design Review has considered a range of environmental issues including flooding, landslip and potential coastal acid sulphate soils.

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 methods selected have been 'Inform' and 'Consult', and have included widespread community notification of the Issues Analysis Report in March 2011 and a six week public exhibition of the draft project report in September the same year. Written submissions have been considered and informed the final document.

Implementation

The recommendations of the report do not require significant changes to the Planning Scheme, except in relation to the Framework Plan for Apollo Bay in the Municipal Strategic Statement. The Plan would be updated to refine the location of the settlement boundary to include Area A, and exclude those investigation areas which have not been identified as suitable for development. The amendment would also amend the Development Plan Overlay control over the Marriners Vue site to ensure integration with any future development of Area 1. This amendment would most likely be undertaken in the 2013/14 financial year due to the other competing priorities in the strategic planning program.

Area 1 which would require rezoning for development to eventually proceed, would be subject to a separate planning scheme amendment initiated by the land owner, however such an amendment should not be exhibited until the strategic outcomes of the current project have been successfully incorporated into the Planning Scheme. As discussed in the report, current land supply in Apollo Bay does not justify an immediate rezoning of additional residential land.

The project urban design recommendations will be included in the Council's 10 year capital works and major projects programme, and considered for funding in future budget processes. Non capital works initiatives will be included where appropriate in the new four year Council Plan to be developed prior to 30 June 2013.

Conclusion

The Apollo Bay Settlement Boundary and Urban Design Review report completes an 18 month project which has confirmed that of the five areas considered, only Area 1 to the north of Apollo Bay is considered appropriate to accommodate future growth. The urban design component of the project has provided important initiatives and principles to improve safety and movement around the Apollo Bay town centre which can now be included in future capital works programs. It is recommended the report be adopted.

Attachments

1. Apollo Bay Settlement Boundary & Urban Design Review - Final Report
2. Apollo Bay Settlement Boundary & Urban Design Review - Background Report
3. Apollo Bay Settlement Boundary & Urban Design Review - Consultation Report

Recommendation(s)

That Council:

1. ***Adopts the Final Apollo Bay Settlement Boundary and Urban Design Review Report, June 2012.***

2. ***Requests authorisation from the State Planning Minister to prepare and exhibit an amendment to the Colac Otway Planning Scheme to implement the planning related outcomes of the project.***

3. ***Refers urban design recommendations of the Final Project report, including capital works proposals, to future budget processes for consideration, and inclusion in the 10 year capital works and major projects list.***

~~~~~~~~~~~~~~~~~~~~ ~~~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~~~

OM122706-15 BIRREGURRA NEIGHBOURHOOD CHARACTER STUDY - ADOPTION OF FINAL REPORT

AUTHOR:	Don Lewis	ENDORSED:	Jack Green
DEPARTMENT:	Sustainable Planning & Development	FILE REF:	F11/1800

Purpose
The purpose of this report is to present the Birregurra Neighbourhood Character Study final report for adoption following a six week period of public consultation on the draft document early in 2012.

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

Background
In June 2011 consultants were appointed to commence the Birregurra Neighbourhood Character Study. This followed Council's decision in December 2010 to defer consideration of the draft Birregurra Structure Plan. The intention was to undertake a character study so that its findings could be included into the final structure plan document. Council resolved at that time to establish a Community Reference Group (CRG) to seek greater levels of community feedback and improve communication concerning both projects with the broader community.

The Neighbourhood Character Study was introduced to the Birregurra community in August 2011 with a 'drop-in' information session which was attended by approximately forty people. This session provided the opportunity to explain the purpose of the study, its intended outcomes and key milestones, as well as to gain an understanding of the community's views about what is important to the character of the town.

An Issues Paper was released soon after to assist discussion in identifying the key elements of Birregurra's neighbourhood character and find out from the community what areas of the town contribute to the overall character. A public workshop was held in November 2011 to assist this process, and written submissions were invited.

The draft Neighbourhood Character Study document was developed and exhibited for six weeks during April/May 2012 and received 4 written submissions. A 'drop-in' information session was again held in Main Street on a Saturday morning during the exhibition period.

Throughout this process the CRG has met several times and played an important role in identifying community views on different aspects of the study. The CRG has also provided advice on the format for conducting planned consultation and facilitated distribution of project information to the wider community.

Council Plan / Other Strategies / Policy
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.

The Council Plan contains an action to undertake a Neighbourhood Character Study for Birregurra.

Issues / Options

Study focus

The purpose of the Birregurra Neighbourhood Character Study is to review the character of residential areas within Birregurra and recommend appropriate planning controls to manage future development.

The study involved a three stage process incorporating:

Stage 1: Issues Analysis Paper

Stage 2: Identify existing Character Statements and

Stage 3: Develop preferred character areas and design guidelines.

Study area

The study area included all land within the:

- Township Zone (TZ) and Low Density Residential Zone (LDRZ)
- Golf course and football oval/sporting facilities
- Railway station
- Industrial 1 Zone (INZ1) and
- Investigation areas located to the north west of the town as defined in the Draft Birregurra Structure Plan.

Existing Character Areas

Following on from fieldwork and feedback received from the initial consultation, five character areas were drawn up through a combination of logical geographical boundaries based on building styles, road treatments, lot sizes and general development patterns. In the study, these areas are described in detail and each has a character statement describing its location and contributing elements. These areas form the basis for identifying elements which warrant protection through additional planning controls.

Preferred character areas

Building on the five existing character areas, the study then sets out how future development should respond to the identified character elements of each area by introducing a set of Design Guidelines.

The Design Guidelines are applied to the existing character areas identified as areas A, B, C, D, and E as shown in figure 3 of the study. A table summarising the Design Guidelines is also found on page 18 of the study. The rationale behind the different areas is as follows:

The Existing Character Areas known as ‘southern rise’ and ‘semi-rural’ have been wholly maintained as Preferred Character Areas ‘D’ and ‘E’ respectively. There is a clear distinction between these two areas and the remainder of the town due to a number of factors including: distance from the town centre, undulating topography, informal semi-rural impression, landscape cover and larger lot sizes. These factors are the reason behind limiting any multi-dwelling development proposals in these areas, with subdivision of land to allow for detached dwellings on an allotment with street frontage.

On the other hand, Preferred Character Areas ‘A’, ‘B’ and ‘C’ have not maintained the same boundaries as the corresponding Existing Character Areas.

The fundamental difference is to Preferred Character Area 'C', which does not border the south edge of Main Street along its length, but extends to the north at the western extremity and takes the east side of Birregurra Road up to the northern township boundary.

The reason for this is that the township entries require a specific response as they are some of the most visible areas of the town and provide the first impression to visitors. Preferred Character Area 'B' contains some of the least restrictive controls (ie. minimum lot size, setbacks) and if these were applied to the properties fronting Birregurra Road in particular, there is greater likelihood of visual impact from new inappropriate development on the northern entry into town.

Similarly for the western town entry from Warncoort-Birregurra Road, the more 'development intensive' design guidelines for Preferred Character Area 'A' are not suitable to apply to the five or so larger properties that will undergo subdivision and redevelopment at some point in time. Hence, Preferred Character Area 'C', with its more sensitive design guidelines, is a better fit for these areas.

The Preferred Character Area 'A' applying to Main Street has been designed to provide guidelines for commercial buildings to the strip, roughly between Austin and Strachan Street. This was required as the existing commercial buildings (many of them heritage listed) are on most occasions built directly to the street edge and have a high site coverage. Main Street is interesting as it provides the opportunity for not just commercial development but also new housing, particularly at the eastern and western ends. Therefore the eastern and western ends to Main Street are defined as 'transitional precincts' that are likely to not accommodate commercial buildings (in the immediate future). The Township Zone that currently applies to the land allows for non-residential development, which would need to be considered on an individual basis by Council. Rather, the 'transitional precincts' are more suited to detached dwellings and multi-dwelling development, which is reflected in the Design Guidelines, with greater setbacks and lower site coverage compared to the commercial buildings.

Greenfield considerations

As part of the project brief and in response to the draft Birregurra Structure Plan identifying potential investigation areas for residential development beyond the current town boundaries, design guidelines were also requested for greenfield subdivision in the event that new housing is considered by Council beyond the existing Township Zone boundaries in the Structure Plan process. The study proposes design guidelines which would address setbacks, view lines, road widths, grid layout, drainage and vegetation to ensure the design and layout carefully considers the surrounding landscape and its potential impact.

Public Realm Issues

Streets and road reserves play an important role in the appearance of Birregurra and this was confirmed through earlier consultation. Birregurra's road network is predominantly informal using swale drains, wide verges and a distinct absence of curb and channel. Roads closer to Main Street are asphalted whilst those further out remain unsealed. In order to maintain this appearance and provide a consistent approach, the study provides guidelines for road treatments, drainage, footpaths, trails, and street trees.

Planning controls

The study proposes the introduction of a Design Development Overlay (DDO) to apply the various design objectives to the five precincts through the Planning Scheme. The purpose of the DDO will be to trigger planning approval for development proposals which do not meet the minimum standards as required in the design guidelines for that particular precinct.

Except in relation to subdivision minimum lot size, the design guidelines are not mandatory and will allow Council to assess development proposals through the DDO and consider each application on its merits. It is normal practice that the design guidelines are incorporated into the Colac Otway Planning Scheme as a reference document.

The second planning control recommended from the study is to apply a Vegetation Protection Overlay (VPO) to precincts 'C' and 'D' due to their contribution to the landscape through existing mature trees. The VPO triggers a permit for vegetation removal and can apply to both native and exotic species. The overlay schedule can be written in a way that specifies a certain size trunk/diameter and must demonstrate why the vegetation sought to be protected is significant. The study has recommended the standard Victorian Planning Provision (VPP) across the State which requires a planning permit to remove vegetation which is more than five metres high and a single trunk circumference of more than 0.5 metres.

Feedback on the Draft Plan

The draft report was exhibited during April/May 2012 and received 4 submissions. Overall feedback to the project has generally been positive. Issues raised in the submissions include:

- Concern that the minimum lot size of 1000 square metres is too low and not in keeping with the existing residential character.
- Suggestion that precinct A could be reduced at the eastern end of Main Street to recognise the existing residential nature of the area and limit the expansion of the commercial area.
- Suggestion that commercial buildings should also be subject to the proposed design guidelines.
- Suggestion to limit future development to single storey, especially within multi dwelling developments, to ensure existing residential character isn't jeopardised

Changes made to the Final Plan

The final report largely adopts the key concepts and actions proposed in the draft given the broad public support for the proposals. There were a range of legitimate issues raised in submissions which have influenced minor changes to the report and in some cases the issues raised are more relevant to the review of the Birregurra Structure Plan. The following is a list of the key changes that have been made to the draft Project Report in response to submissions:

- Additional wording concerning the requirement for commercial buildings to respond to the Design Guidelines to ensure proposals are appropriately integrated into their surrounding area.
- Additional wording to reflect that there is merit in potentially limiting the spread of commercial buildings outside the commercial core given the obvious 'residential nature' at the eastern end of Main Street and that this will be addressed as part of the Structure Plan Review.
- A planning permit trigger included for double storey dwellings which comprise a first floor envelope greater than 50% of the ground floor area. This recognises the predominant single storey character of Birregurra and encourages smaller second storey proposals.
- More flexibility given to the Design and Development Overlay to allow a 10% discretion for minimum lot sizes to be varied. This will assist proposals where lots are not uniform in size and fall marginally short of achieving a two lot subdivision under the minimum lot size objectives.

For example, a lot with a total area of 1990 square metres could be considered for a two lot subdivision and still meet the desired character outcome.

Proposal
It is proposed that Council adopts the Birregurra Neighbourhood Character Study final report June 2012. The recommendations also request support to undertake a Planning Scheme Amendment (following completion of the Structure Plan) and that Council staff consider the outcomes of the report when undertaking public infrastructure improvements in Birregurra in the future.

Financial and Other Resource Implications
The Birregurra Neighbourhood Character Study is being prepared in accordance with the allocated budget for the project.

Risk Management & Compliance Issues
As with other strategic planning projects, there is always a risk that some people's expectations will not be met in the final document. However, Council has undertaken significant community consultation during the project and has generated a significant degree of support for the project's recommendations. The recommendations of the project must be aligned with broader State Government policies or there is a risk there will not be support for any future planning scheme amendment to implement the Study.

Environmental and Climate Change Considerations
Environmental considerations are not specifically relevant to the outcomes of the Birregurra Neighbourhood Character Study although some aspects of the study do relate to the contribution trees and public open space make to the overall character of Birregurra.

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

The method selected was to inform, consult and involve which has been demonstrated through the use of the Community Reference Group (CRG). The CRG was established at the beginning of the project and continues to play an important role in providing feedback on behalf of the community. The CRG considered the Birregurra Neighbourhood Character Study final report at a meeting held on 31 May 2012.

The draft document was on exhibition for six weeks between 2 April 2012 and 14 May 2012. In addition, a 'drop in' information session was held on Saturday 14 April 2012 outside the Birregurra General Store where the study team were available to answer questions and encourage submissions. A mail out with an updated project bulletin and cover letter inviting submissions and attendance at the drop in session was also undertaken.

Implementation
If Council resolves to adopt the final Birregurra Neighbourhood Character Study, officers will pursue a Planning Scheme Amendment to incorporate the character study recommendations into the Planning Scheme.

Following adoption of the Neighbourhood Character Study report, consultant firm Hansen Partnership will begin a review of the draft Structure Plan prepared in 2010. This will be done in partnership with the Community Reference Group and will involve further public exhibition prior to its finalisation. It is anticipated that a Planning Scheme Amendment incorporating both projects will commence after completion of the Structure plan early in 2013.

The Study report will be considered by Council staff when planning and designing future infrastructure projects in Birregurra so that drainage, footpaths, roads, buildings and the like are constructed and maintained in a way that respects the preferred character outcomes documented in the Study

Conclusion
The Birregurra Neighbourhood Character Study has taken just over 12 months to complete and involved three separate periods of engagement with the Birregurra community and several meetings with the Community Reference Group.

The final report largely adopts the key concepts and actions proposed in the draft given that only four submissions were received during the exhibition process, none of which raised issues that warranted significant changes to the document. Minor changes have been made that respond to feedback received.

The final report identifies five preferred character precincts according to their contributing elements and application of a range of design guidelines to be achieved through the introduction of a Design and Development Overlay (DDO). The Study appears to have broad support in the community and it is recommended that Council adopt the report.

Attachments
1. Birregurra Neighbourhood Character Study - Final Report

Recommendation(s)

That Council:

1. ***Adopts the Birregurra Neighbourhood Character Study final report, June 2012.***

2. ***Requests authorisation from the State Planning Minister to prepare and exhibit an amendment to the Colac Otway Planning Scheme to implement the planning related outcomes of the project.***

3. ***Exhibits the Planning Scheme Amendment in conjunction with the implementation of the Birregurra Structure Plan when it is completed and adopted by Council.***

4. ***Requires staff to consider the preferred character outcomes of the Study when planning and designing public infrastructure improvements within Birregurra in the future.***

~~~~~~~~~~~~~~~~~~0 ~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~

OM122706-16 COLAC OTWAY SHIRE COUNCIL ENVIRONMENTAL SUSTAINABILITY POLICY

AUTHOR:	Dora Novak	ENDORSED:	Jack Green
DEPARTMENT:	Sustainable Planning & Development	FILE REF:	11/96162

Purpose
The purpose of this report is to seek Council's support to adopt the Colac Otway Shire Council Environmental Sustainability Policy.

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 as 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.

The attached Colac Otway Shire Environmental Sustainability Policy forms a documented organisational commitment to addressing sustainability in all of Council's 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.

Council endorsed the release of the draft policy for public comment at the January 2012 Council Meeting. Council received no formal comment or feedback regarding the proposed policy during the exhibition period and, therefore, no changes were made to the Colac Otway Shire Environmental Sustainability Policy.

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:

- Colac Otway Shire Council Plan 2009-2013;
- Colac Otway Shire Environment Strategy 2010-2018;
- Colac Otway Shire Environment Action Plan 2010-2012; and

- 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 formally adopts the Colac Otway Shire Environmental Sustainability Policy as it is considered to be a comprehensive and well considered policy which will provide clear direction for Council officers in relation to environmental sustainability into the future. No public comment was received during the time the draft policy was exhibited/released for public comment.

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 followed the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The 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. As previously stated the draft policy was approved by Council in January 2012 to be released for a six week public comment period.

After this approval was given by Council, a media release was issued seeking written comment on the policy from the community. Hard copies of the policy were made available to the general public via Council's customer service counters at Colac and Apollo Bay. A copy of the policy was also placed on Council's website for viewing by the general public for a period of 6 weeks (6 February to 18 March 2012). No written submissions were sent to Council during the public comment period.

Implementation
If Council approval is granted the date of adoption will be stated in the policy and then the policy document will be circulated to all staff. An Operational Procedure document will then 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. On completion, the Operational Procedures will be presented to Council's Executive Team for approval.

Conclusion
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.

In addition 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 plans to build on its existing sustainability achievements and strengthen its commitment to demonstrating and encouraging environmentally sustainable practices, processes and products and services.

Attachments
1. Colac Otway Shire Council Environmental Sustainability Policy 2012

Recommendation

That Council adopts the Colac Otway Shire Environmental Sustainability Policy 2012.

~~~~~~~~~~~~~~~~~~0 ~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~

OM122706-17 COLAC OTWAY FIRE MANAGEMENT PLAN

AUTHOR:	Mark Gunning	ENDORSED:	Jack Green
DEPARTMENT:	Sustainable Planning & Development	FILE REF:	F11/3003

Purpose
The purpose of this report is to request Council endorsement of the draft Colac Otway Fire 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
Council has previously received briefings on Integrated Fire Management Planning and the Colac Otway Fire Management Plan. The introduction of Integrated Fire Management Planning has advanced, and superseded, the previous Municipal Fire Prevention function of Council. With the change, Municipal Fire Management Plans are now required to be produced by Councils and endorsed prior to the 2012/2013 Fire Season.

The attached Draft Colac Otway Fire Management Plan (the Plan) will ensure Council meets its statutory obligations under Section 20 of the Emergency Management Act 1986 (Vic) and Section 55A of the Country Fire Authority Act 1958 (Vic). A draft version (Draft Version 7) of the plan was made available to residents and stakeholders in early 2012. A number of comments were received and discussed by the Municipal Fire Management Planning Committee (MFMPC) and as a result the plan has been improved and enhanced from that feedback.

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 Plan 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 Plan 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
Council is required to have a Municipal Fire Management Plan to meet our statutory obligations, and deadline set by the Fire Services Commissioner by October 2012. This necessitates Council’s adoption of the Plan at either the September or August Council meeting. As there will be a caretaker period in place in September, it is proposed that a final version of the plan be adopted in August 2012 by Council. In order to meet the six week public consultation period prior to formal adoption the plan will need to be endorsed for public comment at the June Meeting of Council.

If the Plan is not endorsed for release at the June Council meeting, it is unlikely that the plan can be adopted prior to the October deadline, and therefore, Council will fail to meet its statutory obligations under the aforementioned legislation, and be at risk of litigation, or loss, should a major fire event occur without a suitable plan in place during the 2012/13 fire season. By releasing the document for public comment at this time it will allow adequate time for feedback to be considered prior to submitting the Plan to Council for formal adoption in August prior to the caretaker period.

Other processes, running concurrently, with this public consultation period will include finalising assessment of Hazardous Roadside Vegetation Risk Management (which will be included as an appendix to the plan when complete) and a review by the Barwon South West Regional Strategic Fire Management Planning Committee. There are only two options open to Council because Council needs to fulfil its statutory responsibilities:

1. Send the Plan back to the MFMPC in order for further substantial work to be undertaken before it is re-submitted to Council for further consideration
2. Approve the release of the MRRP to obtain formal public comment.

Proposal
That Council endorses the draft Colac Otway Fire 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. Economic and social effects of emergencies potentially include loss of life, destruction of property, and dislocation of communities. The Plan 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
Fire management contributes to community safety by reducing the impact of fire related events that can cause death, injury, loss of property and community disruption. The planning for, and the management of fires, 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 fires.

The Plan 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 Plan's objectives.

Environmental and Climate Change Considerations
There are no significant environmental impacts associated with implementing the proposal. Electronic copies of the Plan 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 Plan 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 Plan from the public.
Hard copies of the Plan will be made available to the general public via Council's customer service counters at Colac and Apollo Bay. A copy of the Plan will also be placed on Council's website for viewing by the general public.

Implementation
If the proposal is endorsed by Council the Plan will be released for public comment for a period of six weeks. Once the public comment period has ended the members of the Municipal Fire Management Planning Committee will review the public comment and decide on whether changes should be made to the Plan.

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 Plan.

Conclusion
If the proposal is supported the Colac Otway Fire Management Plan will be released for public comment. Any public comment recieved will be analysed and incorporated where suitable to enable the plan to be submitted to Council for adoption.

Attachments
1. Colac Otway Fire Management Plan Version 8 June 2012

Recommendation(s)

That Council:

1. ***Endorses the draft "Colac Otway Fire Management 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.***

~~~~~~~~~~~~~~~~~~0~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~

OM122706-18 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 request that Council adopts the Municipal Relief and Recovery Plan.

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

Background
The 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.

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.

A draft MRRP was submitted to Council in January 2012 proposing that Council approve its release for public comment for a period of six weeks. Council supported this proposal. After the public comment period was completed a final draft of the MRRP was sent to the Municipal Emergency Management Planning Committee (MEMPC). The Municipal Emergency Management Planning Committee provided support for the MRRP to be sent to Council for adoption.

Council received no formal comment or feedback regarding the plan during the exhibition period and, therefore, no substantial changes were made to the MRRP.

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 adopting 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. Formally adopt the MRRP.

Proposal
It is proposed that Council adopts the Municipal Relief and Recovery Plan.

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. The plan will be improved and updated overtime as we continue to learn more about how to best manage the finance and resource 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 a sub-strategy to the MRRP to best help our local environment recover from various emergency events.

If the MRRP is adopted by Council the document will be placed on Council's website and electronic copies of the MRRP will be circulated to key stakeholders 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 followed the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The community engagement method selected was to collaborate with key stakeholders in the development of the MRRP and then inform and consult the general public.

Subsequent to Council endorsing the release of the draft MRRP for the six week public comment period a media release was issued seeking written comment on the MRRP. Hard copies of the draft MRRP were made available to the general public via Council's customer service counters at Colac and Apollo Bay. A copy of the draft MRRP was also be placed on Council's website for viewing by the general public.

Council received no formal comment or feedback regarding the plan during the exhibition period and, therefore, no substantial changes were made to the MRRP.

Implementation
If the MRRP is adopted by Council the document will be placed on Council's website and electronic copies of the MRRP will be circulated to key stakeholders. Council Officers will continue to work in partnership with other key agencies to improve the MRRP on an ongoing basis.

In order to facilitate this ongoing improvement a new relief and recovery committee is being established in partnership with Corangamite and Surf Coast Shire's that will help enhance our respective relief and recovery planning.

Conclusion
If the proposal is supported, Council will have a new plan that helps Council meet its statutory obligations and be better prepared to help the community recover from emergency events. The plan will be improved and updated overtime as we continue to learn more about how to best meet our community's needs.

Attachments
1. Muncipal Relief and Recovery Plan June 2012

Recommendation

That Council adopts the Colac Otway Shire Municipal Relief and Recovery Plan.

~~~~~~~~~~~~~~~~~~~~ ~~~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~~~

OM122706-19 MUNICIPAL EMERGENCY MANAGEMENT PLAN

AUTHOR:	Stewart Anderson	ENDORSED:	Jack Green
DEPARTMENT:	Sustainable Planning & Development	FILE REF:	F11/2688

Purpose
The purpose of this report is for Council to consider the adoption of the Municipal Emergency Management Plan.

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 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, Colac Otway 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.

A draft MEMP was submitted to Council in January 2012 proposing that Council approve its release for public comment for a period of six weeks. Council supported this proposal. Council received no formal comment or feedback from the public regarding the plan during the exhibition period and, therefore, no substantial changes were made to the MEMP.

After the public comment period was completed a final draft of the MEMP was sent to the MEMPC. The MEMPC provided support for the final draft of the updated MEMP to be sent to Council for adoption. It is important to note that the attached version of the MEMP has some sections removed because they contain private and confidential contact details. A full version of the MEMP will only be provided to key agencies which require access to this information.

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 adoption of the updated version 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. Formally adopt the updated MEMP.

Proposal
That Council adopts the updated version of the Municipal Emergency Management Plan.

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. If the MEMP is adopted by Council the document will be placed on Council's website and electronic copies of the MEMP will be circulated to key stakeholders 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 followed the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The 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.

Subsequent to Council endorsing the release of the draft MEMP for the six week public comment period a media release was issued seeking written comment on the MEMP. Hard copies of the draft MEMP were made available to the general public via Council's customer service counters at Colac and Apollo Bay. A copy of the draft MEMP was also be placed on Council's website for viewing by the general public.

Council received no formal comment or feedback regarding the plan during the exhibition period and, therefore, no substantial changes were made to the MEMP.

Implementation
If the MEMP is adopted by Council the attached document will be placed on Council's website for public viewing and electronic copies of the full version of the MEMP will be circulated to key stakeholders. Council Officers will continue to work in partnership with other key agencies to improve the MEMP on an ongoing basis. Council Officers will work in partnership with other key agencies through the MEMPC to raise awareness of the MEMP and to identify where any improvements need to be made.

Conclusion
If the proposal is supported, Council will have an updated MEMP that helps Council meet its statutory obligations and be better prepared to help mange emergency events. The MEMP will be improved and updated overtime as we continue to learn more about how to best meet our community's needs.

Attachments
1. Municipal Emergency Management Plan June 2012

Recommendation

That Council adopts the Colac Otway Shire Municipal Emergency Management Plan.

~~~~~~~~~~~~~~~~~~0~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~

CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion
W = Withdrawal

ITEM	D	W
GENERAL BUSINESS **OM122706-20 ASSEMBLY OF COUNCILLORS** Department: General Business ***Recommendation(s)*** ***That Council notes the Assembly of Councillors reports for:*** • ***Councillor Briefing Session 26 April 2012*** • ***Colac Road Hierarchy Heavy Vehicle Meeting 15 May 2012*** • ***Councillor Briefing Session 23 May 2012*** • ***Audit Committee Report to Councillors 30 May 2012*** • ***Festival & Events Support Scheme Advisory Committee 30 May 2012*** • ***Small Towns Improvement Program Meeting 5 June 2012*** • ***Grants/Community Funding Advisory Committee 6 June 2012*** • ***Councillor Workshop 13 June 2012***		
OM122706-21 OTHER COMMITTEE MINUTES - COLAC YOUTH COUNCIL Department: General Business ***Recommendation(s)*** ***That Council notes the minutes from:*** • ***Colac Youth Council meeting held on 16 April 2012*** • ***Colac Youth Council meeting held on 14 May 2012***		

OM122706-22 MINUTES OF THE OLD BEECHY RAIL TRAIL COMMITTEE Department: General Business ***Recommendation(s)*** ***That Council notes the Minutes and Executive Officer Report of the Old Beechy Rail Trail Committee for 2 April 2012.***		
OM122706-23 CLIMATE RESILIENT COMMUNITIES GRANT Department: General Business ***Recommendation*** ***That Council endorses the updated version of the deed of agreement for the Climate Resilient Communities of the Barwon South West grant that has been signed and sealed by the Chief Executive Officer and sent to the Minister for Environment.***		

Recommendation

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

MOVED .....

SECONDED .....

OM122706-20 ASSEMBLY OF COUNCILLORS

AUTHOR:	Maree Redmond	ENDORSED:	Rob Small
DEPARTMENT:	Executive	FILE REF:	F11/3291

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:

- Councillor Briefing Session 26 April 2012
- Colac Road Hierarchy Heavy Vehicle Meeting 15 May 2012
- Councillor Briefing Session 23 May 2012
- Audit Committee Report to Councillors 30 May 2012
- Festival & Events Support Scheme Advisory Committee 30 May 2012
- Small Towns Improvement Program Meeting 5 June 2012
- Grants/Community Funding Advisory Committee 6 June 2012
- Councillor Workshop 13 June 2012

Attachments

1. Councillor Briefing Session - 26 April 2012
2. Heavy Vehicle Route Community Reference Group - 15 May 2012
3. Councillor Briefing Session - 23 May 2012
4. Audit Committee Report to Councillors - 30 May 2012
5. Festival & Events Support Scheme Advisory Committee - 30 May 2012
6. Small Towns Improvement Program - 5 June 2012
7. Grants/Community Funding Advisory Committee - 6 June 2012
8. Councillor Workshop - 13 June 2012

Recommendation(s)

That Council notes the Assembly of Councillors reports for:

- ***Councillor Briefing Session 26 April 2012***
- ***Colac Road Hierarchy Heavy Vehicle Meeting 15 May 2012***
- ***Councillor Briefing Session 23 May 2012***
- ***Audit Committee Report to Councillors 30 May 2012***
- ***Festival & Events Support Scheme Advisory Committee 30 May 2012***
- ***Small Towns Improvement Program Meeting 5 June 2012***
- ***Grants/Community Funding Advisory Committee 6 June 2012***
- ***Councillor Workshop 13 June 2012***

~~~~~~~~~~~~~~~~~~~~ ~~~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~~~

OM122706-21 OTHER COMMITTEE MINUTES - COLAC YOUTH COUNCIL

AUTHOR:	Rhonda Deigan	ENDORSED:	Rob Small
DEPARTMENT:	Executive	FILE REF:	F11/3291

Minutes from meeting of the Colac Youth Council held on 16 April 2012

Minutes from meeting of the Colac Youth Council held on 14 May 2012.

Attachments
1. Colac Youth Council - 16 April 2012
2. Colac Youth Council - 14 May 2012

Recommendation(s)

That Council notes the minutes from:

- ***Colac Youth Council meeting held on 16 April 2012***
- ***Colac Youth Council meeting held on 14 May 2012***

~~~~~~~~~~~~~~~~~~0 ~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~

OM122706-22 MINUTES OF THE OLD BEECHY RAIL TRAIL COMMITTEE

AUTHOR:	Jodie Fincham	ENDORSED:	Colin Hayman
DEPARTMENT:	Corporate & Community Services	FILE REF:	F11/3291

It has been previously agreed to by Council that the minutes of the Old Beechy Rail Trail Committee should be included in the Council agenda once any confidential items have been identified and the minutes have been confirmed by the Committee.

Attached are the Minutes and Executive Officer Report from the meeting held 2 April 2012.

Meetings are held every two months, commencing in February of each year.

Attachments
1. Minutes and Executive Officer Report Old Beechy Rail Trail 2 April 2012

Recommendation(s)

That Council notes the Minutes and Executive Officer Report of the Old Beechy Rail Trail Committee for 2 April 2012.

~~~~~~~~~~~~~~~~~~~~ ~~~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~~~

OM122706-23 CLIMATE RESILIENT COMMUNITIES GRANT

AUTHOR:	Stewart Anderson	ENDORSED:	Jack Green
DEPARTMENT:	Sustainable Planning & Development	FILE REF:	F11/3291

The purpose of this report is to advise of an amendment that has been made to a deed of agreement sent to the Department of Sustainability and Environment (DSE) for a regional climate resilience grant and seek endorsement of the updated deed of agreement.

A regional grant application was submitted by the Colac Otway Shire on behalf of 10 municipalities in March 2011. The application sought $600,000 to fund a project called "Climate Resilient Communities of the Barwon-South West". The aim of the project is to assist ten South West Victoria municipalities and partners to build capacity to manage risks and build community resilience to extreme climate events.

The $600,000 grant was approved in September 2011 and soon after a workshop was run with all stakeholders to determine the projects core objectives and its governance arrangements.

At the Council meeting held on 27 May 2012, Council resolved to authorise the Chief Executive Officer to sign, and seal a deed of agreement for a reduced grant of $565,000. Council also requested that a letter be sent to the Minister for Environment with the signed and sealed deed of agreement attached, requesting an explanation of why the total grant funding had been reduced by $35,000.

Council was subsequently advised by DSE that the total grant funding of $600,000 would be made available. As a result the attached deed of agreement that aligns with the original funding of $600,000 has been signed and sealed by the Chief Executive Officer and re-sent to the Minister for Environment.

Attachments

1. The State of Victoria and Colac Otway Shire Deed of Grant

Recommendation

That Council endorses the updated version of the deed of agreement for the Climate Resilient Communities of the Barwon South West grant that has been signed and sealed by the Chief Executive Officer and sent to the Minister for Environment.

~~~~~~~~~~~~~~~~~~0~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~

CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion
W = Withdrawal

ITEM	D	W
NOTICES OF MOTION **OM122706-24 CORANGAMITE ACID SULFATE SOIL MULTI-AGENCY STEERING COMMITTEE** Department: Notices of Motion ***Recommendation*** ***That Council consider the contents of this Notice of Motion.***		
OM122706-25 INLAND ACID SULFATE SOIL SITE - YEODENE Department: Notices of Motion ***Recommendation*** ***That Council consider the contents of this Notice of Motion.***		
OM122706-26 OTWAY TO COLAC PIPELINE - RELEASE OF WATER Department: Notices of Motion ***Recommendation*** ***That Council consider the contents of this Notice of Motion.***		

Recommendation

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

MOVED .....

SECONDED .....

OM122706-24 CORANGAMITE ACID SULFATE SOIL MULTI-AGENCY STEERING COMMITTEE (CR STUART HART)

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on 27 June 2012:

Council Notes:

1. That it has an appointed representative on the Corangamite Acid Sulfate Soil Multi-Agency Steering Committee.

2. That the Council instructs it's appointed representative to move a motion that this committee investigates the cause(s) of the acidification of the "Big Swamp" at Yeodene.

3. That the complete unedited investigation results are promptly forwarded to Council for consideration.

Recommendation

That Council consider the contents of this Notice of Motion.

~~~~~~~~~~~~~~~~~~~~ ~~~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~~~

OM122706-25 INLAND ACID SULFATE SOIL SITE - YEODENE (CR STUART HART)

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on 27 June 2012:

Council Notes:

1. The "Big Swamp" at Yeodene is now known to be an "Actual Inland Acid Sulfate Soil Site".

2. Council requests that the Environmental Protection Agency (EPA) investigate this site known as "Big Swamp" at Yeodene and declares it to be a contaminated area.

3. That the complete EPA unedited investigation results are promptly forwarded to Council for consideration.

Recommendation

That Council consider the contents of this Notice of Motion.

~~~~~~~~~~~~~~~~~~0 ~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~

OM122706-26 OTWAY TO COLAC PIPELINE - RELEASE OF WATER (CR STUART HART)

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on 27 June 2012:

Council Notes:

1. That Barwon Water Authority is still releasing supplementary water from the Otway to Colac Pipeline, (as of 15/6/2012 site inspection by Cr. Stuart Hart at Bushby's Road).

2. That Council requests Southern Rural Water to investigate and report to Council, why the supplementary water does not reach the stream flow gauging station Number 233228 at the Colac to Forrest Road bridge when there are no rainfall flushing events.

3. That the complete Southern Rural Water unedited investigation results are promptly forwarded to Council for consideration.

Recommendation

That Council consider the contents of this Notice of Motion.

~~~~~~~~~~~~~~~~~~~~ ~~~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~~~

CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion
W = Withdrawal

ITEM	D	W
REPORTS FROM DELEGATES TO OTHER BODIES **OM122706-27 REPORT FROM DELEGATE TO OTHER BODY - MUNICIPAL ASSOCIATION OF VICTORIA STATE COUNCIL MEETING** Department: Reports from Delegates to Other Bodies ***Recommendation*** **Council notes the report regarding the Municipal Association of Victoria State Council meeting on 23 May 2012.**		

Recommendation

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

MOVED .....

SECONDED .....

OM122706-27 REPORT FROM DELEGATE TO OTHER BODY - MUNICIPAL ASSOCIATION OF VICTORIA STATE COUNCIL MEETING - CR STEPHEN HART

REPORT FROM DELEGATE:
Municipal Association of Victoria (MAV) State Council meeting on 23 May 2012
On 23 May 2012 I, Cr Stephen Hart, attended the MAV meeting held in Melbourne as Colac Otway Shire's delegate.

Colac Otway Shire received a number of awards for its 2010/11 Annual Report. Council also won the award for the best overall annual report for a low resource Council. This is a credit to those officers who were involved in its preparation.

Council had two resolutions on the MAV State Council agenda.

1. Alternates to fire services property levy

That a property based funding model for the provision of fire services is not necessarily the most equitable model for the community and the State Government is strongly urged to investigate other funding models and options which should include investigating an Emergency Services Levy which provides funding for volunteer based emergency services such as State Emergency Services and the Country Fire Authority.

This resolution was adopted with approximately 80% of votes in favour.

2. Landfill

That the MAV advocates concerns held by councils in relation to the increase in costs to operate landfills and manage waste collection as a consequence of the landfill levy, and the carbon price applied to landfills with carbon equivalent emissions over a certain threshold, to the Victorian and Australian Government.

In particular, the MAV calls on the State Government to:

- *reconsider scheduled landfill levy increases in light of additional increased costs for councils in waste management associated with the introduction of a carbon price at a national level to landfills with emissions over a certain threshold*

- *direct landfill levy funds collected into strategic waste management solutions that address the externalities associated with waste disposal and improve resource recovery efficiency*

- *reconsider the application of the landfill levy for the disposal of hazardous substances, such as domestic asbestos, where no other disposal options are available*

- *use landfill levy funds to assist councils with the costs of rehabilitating closed landfill sites; and*

- *undertake a Regulatory Impact Assessment of the Victorian landfill levy increases and set amount*

The above resolution regarding the use of landfill levies was also strongly supported. Colac Otway Council's point related to the landfill levies being available to assist councils with the costs of rehabilitating closed landfill sites. As a number of Councils tabled resolutions regarding landfill levies the various points were consolidated into the above resolution.

At the May MAV meeting, Council re-submitted its position on the Fire Services Levy making it clear that the proposed funding was for "volunteer based" emergency services. Now all the positions put by Colac Otway Council since May 2009, when I first attended as Council's Delegate, have been supported at the MAV and adopted as the MAV's position.

I am also mindful of positions taken by Council when a similar matter is on the MAV agenda. With that in mind, I supported separate resolutions calling for investigations in relation to Coal Seam Gas exploration and another expressing concern about the TAFE funding cuts. Council has recently taken a position on both issues. The relevant resolutions at the MAV were supported by the meeting.

Attachments
Nil

Recommendation

Council notes the report regarding the Municipal Association of Victoria State Council meeting on 23 May 2012.

~~~~~~~~~~~~~~~~~~0~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~

IN COMMITTEE

Recommendation

That pursuant to the provisions of Section 89(2) of the Local Government Act, the meeting be closed to the public and Council move "In-Committee" in order to deal with:

SUBJECT	***REASON***	***SECTION OF ACT***
Confidential Items for Consideration - Memos & Email to Councillors (Audit Committee Report, CEO's Performance Review, Miller Street Accommodation Units & Wye River-Separation Creek Waste Collection)	this matter deals with personnel matters; AND this matter deals with contractual matters; AND this matter may prejudice the Council or any person	Section 89 (2) (a) (d) (h)
Report from Delegate to Other Bodies - Audit Committee Minutes	this matter deals with personnel matters; AND this matter deals with contractual matters; AND this matter deals with legal advice; AND this matter may prejudice the Council or any person	Section 89 (2) (a) (d) (f) (h)
Contract 1209 - External Plant Hire	this matter deals with contractual matters	Section 89 (2) (d)
Contract 1210 - Annual Supply of Concrete Works	this matter deals with contractual matters	Section 89 (2) (d)
Contract 1215 - Special Employment Arrangements - Parks & Gardens Staff	this matter deals with contractual matters	Section 89 (2) (d)
Contract 1219 - Provision of Recruitment Services - Casual Employees	this matter deals with contractual matters	Section 89 (2) (d)

ORDINARY COUNCIL MEETING

WEDNESDAY, 27 JUNE 2012

ATTACHMENTS

PAGE NO.

CORPORATE AND COMMUNITY SERVICES

OM122706-3	**2012-2013 Community Funding Program**	
Attachment 1:	Recreation Facilities Councillor Assessment Recommendations	5
Attachment 2:	Community Projects Councillor Assessment Recommendations	9
Attachment 3:	Small Equipment And Training Councillor Assessment Recommendations	11
OM122706-4	**2012-2013 Community Funding Program COPACC Assistance**	
Attachment 1:	COPACC Assistance Councillor Assessment Recommendations	17
OM122706-5	**Review of Council Policies**	
Attachment 1:	Policy No 7.3 - Risk Management Policy	19
Attachment 2:	Policy No 16.1 - Internal Audit Policy	29
OM122706-6	**Authorisation of Officers (Planning and Environment Act)**	
Attachment 1:	Instrument of Authorisation Beverly Merrett	41
Attachment 2:	Instrument of Authorisation and Appointment Gemma Browning	42
OM122706-7	**Discontinuance of part of Yaugher Road, Road Reserve, Forrest**	
Attachment 1:	Yaugher Road Map	43

OM122706-8	**Council Plan Review (Including Strategic Resource Plan)**	
Attachment 1:	Revised Council Plan 2009-2013	45
OM122706-9	**Adoption of the 2012-2013 Budget**	
Attachment 1:	2012-2013 Budget	157

INFRASTRUCTURE AND SERVICES

OM122706-10	**Colac Road Hierachy and Heavy Vehicle Route Investigation**	
Attachment 1:	Colac Road Hierarchy and Heavy Vehicle Study	341
OM122706-12	**Port of Apollo Bay Management Agreement with Department of Transport (DOT)**	
Attachment 1:	DOT Letter	533
Attachment 2:	Draft Port Agreement	534
Attachment 3:	Port Agreement with changes	560
Attachment 4:	Table - Current & Proposed	593
Attachment 5:	Comments on Draft Agreement	605
OM122706-13	**Apollo Bay Drainage Strategy - Draft report**	
Attachment 1:	Apollo Bay Drainage Strategy - Draft Report	611

SUSTAINABLE PLANNING AND DEVELOPMENT

OM122706-14	**Apollo Bay Settlement Boundary & Urban Design Review - Adoption of Final Report**	
Attachment 1:	Apollo Bay Settlement Boundary & Urban Design Review - Final Report	683
Attachment 2:	Apollo Bay Settlement Boundary & Urban Design Review - Background Report	730
Attachment 3:	Apollo Bay Settlement Boundary & Urban Design Review - Consultation Report	743
OM122706-15	**Birregurra Neighbourhood Character Study - Adoption of Final Report**	
Attachment 1:	Birregurra Neighbourhood Character Study - Final Report	753
OM122706-16	**Colac Otway Shire Council Environmental Sustainability Policy**	
Attachment 1:	Colac Otway Shire Council Environmental Sustainability Policy 2012	801
OM122706-17	**Colac Otway Fire Management Plan**	
Attachment 1:	Colac Otway Fire Management Plan Version 8 June 2012	807
OM122706-18	**Municipal Relief and Recovery Plan**	

Attachment 1: Muncipal Relief and Recovery Plan June 2012 913

OM122706-19 Municipal Emergency Management Plan

Attachment 1: Municipal Emergency Management Plan June 2012 1121

GENERAL BUSINESS

OM122706-20 Assembly Of Councillors

Attachment 1: Councillor Briefing Session - 26 April 2012 1287

Attachment 2: Heavy Vehicle Route Community Reference Group - 15 May 2012..... 1288

Attachment 3: Councillor Briefing Session - 23 May 2012..... 1292

Attachment 4: Audit Committee Report to Councillors - 30 May 2012..... 1293

Attachment 5: Festival & Events Support Scheme Advisory Committee - 30 May 2012..... 1294

Attachment 6: Small Towns Improvement Program - 5 June 2012 1295

Attachment 7: Grants/Community Funding Advisory Committee - 6 June 2012 1296

Attachment 8: Councillor Workshop - 13 June 2012 1297

OM122706-21 Other Committee Minutes - Colac Youth Council

Attachment 1: Colac Youth Council - 16 April 2012 1299

Attachment 2: Colac Youth Council - 14 May 2012 1302

OM122706-22 Minutes of the Old Beechy Rail Trail Committee

Attachment 1: Minutes and Executive Officer Report Old Beechy Rail Trail 2 April 2012 1305

OM122706-23 Climate Resilient Communities Grant

Attachment 1: The State of Victoria and Colac Otway Shire Deed of Grant 1313

RECREATION FACILITIES ASSESSMENTS 2012/2013

TOTAL FUNDS	$80,000.00
TOTAL PROJECT REQUESTS	$99,276.25
AVAILABLE BALANCE	-$19,276.25

TOTAL FUNDS	$80,000.00
TOTAL Councillor Recommendations	$80,605.00
AVAILABLE BALANCE	-$605.00

RECREATION FACILITIES ASSESSMENTS 2012/2013

APP NO	ORGANISATION	PROJECT	AMOUNT REQUESTED	TOTAL PROJECT COST	Org Cash Cont	Org In Kind Cont	Misc Contributions/ Sponsorship	Funding received 2011	Funding received 2010	Funding received 2009	Councillor Comments	Councillor Recommended Amount
1	Apollo Bay Arts Inc	Apollo Bay Art Gallery	$5,000.00	$11,000.00	$3,500.00	$2,500.00		$500.00		$600.00	Councillors recommended funding of $4500	$ 4,500.00
2	Apollo Bay Arts Inc	Toilet for gallery workshop	$1,220.00	$1,320.00	$100.00	$520.00		$500.00		$600.00	Not recommended for funding as there is insufficient cash component. One of two applications submitted under the funding program for 2012/13.	$ -
3	Apollo Bay Pony Club	Cross Country jumps & brush cutter for Pony Club grounds	$4,905.00	$9,810.00	$105.00	$ 4,800.00		n/a	$1,200.00	n/a	Recommend full funding $4,905. Does not include brush cutter. Valuable project, cross country jumps portable.	$ 4,905.00
4	Beeac Tennis Club Inc	Back and east fence replacement and extension	$3,000.00	$10,475.00	$6,800.00	$675.00		$2,000.00	$400.00	$300.00	Recommend full funding $3,000. Inability to fund may jeopardise tennis club finalising court redevelopment	$ 3,000.00
5	Beech Forest Progress Association	Installation of PA system in Beech Forest Hall	$4,913.70	$9,827.40	$4,913.70			$5,000.00	n/a	n/a	Funding of $3700 for a stand alone PA system	$ 3,700.00
6	Birregurra Bowling Club	Access ramp to clubrooms	$975.00	$1,950.00	$525.00	$450.00		$2,778.00			Worthwhile application however not recommended for funding as no supporting information provided. Encouraged to resubmit.	$ -
7	Carlisle River Recreation Reserve CoM	Boundary fencing North East & South at Recreation reserve	$5,875.00	$11,743.00	$5,868.00			$1,048.00	$2,030.00	$1,015.00	Recommend considering funding through STIP program rather than Community Funding Program for project that increases safety and improves general appearance of the area.	$ -
8	City United Cricket Club	Training facility upgrade	$4,297.00	$8,594.00	$1,297.00	$3,000.00		$4,597.50	$1,105.00	$ 2,500.00	Councillors recommended funding of $4000	$ 4,000.00
9	Colac Aero Club	Upgrade external concrete	$4,325.00	$8,725.00		$4,400.00		n/a	n/a	n/a	Councillors recommended funding of $3850	$ 3,850.00

APP NO	ORGANISATION	PROJECT	AMOUNT REQUESTED	TOTAL PROJECT COST	Org Cash Cont	Org In Kind Cont	Misc Contribution s/ Sponsorship	Funding received 2011	Funding received 2010	Funding received 2009	Councillor Comments	Councillor Recommended Amount
10	Colac Aerodrome Committee of Management	Security fencing of aerodrome building	$5,063.00	$11,313.00		$6,250.00		n/a	n/a	Councillors recommended funding of $4000	Councillors recommended funding	$ 4,000.00
11	Colac Central Bowling Club Inc	Replacement of Shade cloth & supports at Bowling Club	$875.00	$1,750.00	$1,020.00	$730.00		$715.00	n/a	n/a	Recommend full funding of $875 as provides shade for a summer sport	$ 875.00
12	Colac Cricket Club	Extension & upgrade of cricket practice wickets	$5,000.00	$10,033.70	$3,833.70	$1,200.00		$1,258.50		n/a	Councillors recommended funding of $4500	$ 4,500.00
13	Colac Football Netball Club Inc	Replacement of carpets in social clubrooms	$5,000.00	$11,500.00	$5,500.00	$1,000.00		$2,900.00	$3,100.00		Consider partial funding (club consistently funded through annual community grants program). Valuable project that will enhance redeveloped social rooms.	$ 4,000.00
14	Colac Pony Club	upgrade of storage shed	$3,671.75	$7,343.50	$3,371.75	$300.00		Toilet upgrade	Dressage arena	n/a	Recommend full funding $3672. Worthwhile project with benefits to colac pony and visiting pony clubs	$ 3,670.00
15	Colac Tigers Netball Club	Painting of internal walls of netball hut	$1,155.00	$2,310.00	$1,155.00			$990.00	n/a	n/a	Not recommended for funding. Two applications submitted through funding scheme. Community Projects application is club priority. Painting could be done by club members	$ -
16	Elliminyt Public Hall Inc	Renovating Kitchen	$2,742.50	$5,485.00	$2,742.50			Men urinal upgrade	women's toilet upgrade	n/a	Recommend full funding of $2742.50 as project improves kitchen function and use.	$ 2,740.00
17	Elliminyt Tennis Club Inc	Repaint lines on tennis courts	$150.00	$303.50	$3.50	$150.00		$295.00	$425.00		Recommend full funding of $150, worthwhile project. Well used facility.	$ 150.00
18	Forrest Public Hall Committee Inc	Extend roof on Forrest Hall deck	$4,000.00	$8,210.00	$2,738.00	$750.00		n/a	n/a	n/a	Recommend for full funding of $4000. Will increase use of Hall and improve safety.	$ 4,000.00
19	Irrewarra Beeac Football Netball Club	Oval fence upgrade	$4,968.80	$9,937.60	$1,128.80	$3,840.00		n/a	n	n/a	Councillors recommended funding of $4500	$ 4,500.00
20	Irrewillipe Sports Entertainment Complex	Purchase cricket pitch cover	$1,974.50	$3,949.00	$1,974.50			n/a	$600.00	$700.00	Recommend funding $1975 for valuable project that supports Reserves regular user groups	$ 1,975.00
21	Johanna Public Purpose Reserve Committee Inc	Installation of a gas BBQ facility at courts	$2,395.00	$4,455.00	$1,200.00	$360.00		n/a	n/a	n/a	Recommend for funding of $2650 to support the newly formed Committee of Management.	$ 2,650.00
22	Pirron Yallock Recreation Reserve Grounds Committee	Painting of Recreation Reserve rooms	$970.00	$5,016.00	3046.00 ?	$1,000.00			$2,809.95		This project will be fully supported by Infrastructure Department. Infrastructure will undertake project with qualified contractors via Asset Maintenance budget.	$ -
23	Simpson Car Club Inc	Machinery Shed	$5,000.00	$22,130.00	$8,130.00	$4,000.00		n/a	n/a	n/a	Councillors recommend funding of $4500	$ 4,500.00
24	Victorian Field & Game Association (Colac Inc)	Purchase of new generator	$5,000.00	$10,731.00	$4,731.00	$1,000.00				n/a	Councillors recommended funding of $4500	$ 4,500.00

APP NO	ORGANISATION	PROJECT	AMOUNT REQUESTED	TOTAL PROJECT COST	Org Cash Cont	Org In Kind Cont	Misc Contributions/ Sponsorship	Funding received 2011	Funding received 2010	Funding received 2009	Councillor Comments	Councillor Recommended Amount
25	Warrion Cricket Club Inc	Construction of a machinery shed	$4,900.00	$9,900.00	$5,000.00						Recommend partial funding of $4400. Will provide storage for expensive equipment. Note - two applications for this reserve.	$ 4,400.00
26	Warrion Hall Committee	Underground power supply	$1,210.00	$2,420.00	$1,210.00			$735.00	$1,000.00	n/a	Project to be funded by Infrastructure Building Renewal program which will ensure safety for events and community use.	$ -
27	Warrion Hall Committee	Warrion flower show shelving	$1,800.00	$3,600.00	$1,800.00			$735.00	no	no	Recommend full funding of $1800 to enable group to purchase improved shelving for displays at annual flower show.	$ 1,800.00
28	Warrion Recreation Reserve CoM	New kitchen	$4,500.00	$9,038.00	$4,038.00	$500.00		n/a	$3,500.00	n/a	Councillors recommend funding of $4000	$ 4,000.00
29	Yuulong Hall Committee	Hall amenity enhancement (stage 2)	$4,390.00	$8,800.00	$600.00	$3,810.00					Recommend full funding $4,390. Good project that will enhance and preserve local Hall.	$ 4,390.00
			$99,276.25	$221,669.70	$73,265.45	$41,735.00						$ 80,605.00

TOTAL FUNDS	$20,000.00
TOTAL PROJECT REQUESTS	$35,529.35
AVAILABLE BALANCE	-$15,529.35

TOTAL FUNDS	$20,000.00
TOTAL Councillor recommendations	$25,280.00
AVAILABLE BALANCE	-$5,280.00

COMMUNITY PROJECTS ASSESSMENTS 2012/2013

APP NO	ORGANISATION	PROJECT	AMOUNT REQUESTED	TOTAL PROJECT COST	Org Cash Cont	Misc contributions/ Sponsorship	Org In Kind Cont	Funding received 2011	Funding received 2010	Funding received 2009	Councillor Comments	Councillor Recommended Amount
1	Apollo Bay P-12 School	2012 School Production - To catch a fish	$8,350.00	$26,100.00	$5,000.00		$ 12,750.00	n/a	n/a	n/a	Not recommended for funding as schools are ineligible as per program guidelines.	
2	Apollo Bay Tuesday Arts Group	Sharing, mentoring & broadening Arts	$3,000.00	$7,000.00			$2,000.00	$2,500.00	$3,000.00	$ 1,500.00	Recommend full funding of $3000 as project provides opportunity to extend skills and exposure to existing and emerging artists through mentoring.	$ 3,000.00
3	Colac & District Family History Group Inc	Computer upgrade	$2,445.00	$4,895.00						$1,000.00	Recommend full funding of $2445 as will provide necessary IT equipment to access historical records.	$ 2,445.00
4	Colac Tigers Netball Club	Tops for Tiny Tigers junior development &	$1,369.35	$2,738.70	$1,369.35			$990.00	n/a	n/a	Priority project for Club. Recommend full funding	$ 1,370.00
5	Colac Wood turners & Woodcrafters Guild Inc	Wood sanding, quality control & safety equipment	$2,050.00	$4,100.00	$1,900.00		$150.00			Comm Project $2000 COPACC $753 COPACC	Recommend funding of $2,050 as will alleviate need to use private equipment and improve quality of products.	$ 2,050.00
6	Otway Health and Community Services	Apollo Bay After School Program	$3,500.00	$7,000.00	$3,500.00	$3,500.00					Recommend funding of $3,500 as will provide much needed program for Apollo Bay families.	$ 3,500.00

TOTAL FUNDS	$20,000.00
TOTAL PROJECT REQUESTS	$35,529.35
AVAILABLE BALANCE	-$15,529.35

TOTAL FUNDS	$20,000.00
TOTAL Councillor recommendations	$25,280.00
AVAILABLE BALANCE	-$5,280.00

COMMUNITY PROJECTS ASSESSMENTS 2012/2013

APP NO	ORGANISATION	PROJECT	AMOUNT REQUESTED	TOTAL PROJECT COST	Org Cash Cont	Misc contributions/ Sponsorship	Org In Kind Cont	Funding received 2011	Funding received 2010	Funding received 2009	Councillor Comments	Councillor Recommended Amount
7	Polwarth & District Tennis Association Inc	Production of History booklet of Tennis in Colac &	$5,000.00	$10,000.00			$1,000.00				Councillor recommended funding amount of $4000	$ 4,000.00
8	SES Colac Unit	Training for the future	$2,000.00	$3,201.00	$1,201.00						Recommend funding for $1600 (50% of total project cost) to purchase training equipment.	$ 1,600.00
9	Southern Otway Food Co-operative	Southern Otway Food Co-operative	$4,315.00	$9,374.00	$1,355.00		$3,719.00	n/a	n/a	n/a	Recommended for full funding of $4315	$ 4,315.00
10	The Rotary Club of Colac West	Purchase picnic furniture for Joseph Paatsch Nature Reserve	$3,500.00	$7,097.00	$2,797.00		$800.00	$4,000.00	$2,500.00	$2,500.00	Recommend partial funding of $3000 as Club has been consistently funded over past years.	$ 3,000.00
			$35,529.35	$81,505.70	$17,122.35	$3,500.00	$20,419.00					$ 25,280.00

TOTAL FUNDS	$20,000.00
TOTAL PROJECT REQUESTS	$18,810.70
AVAILABLE BALANCE	$1,189.30

TOTAL FUNDS	$20,000.00
Total Councillor Recommended	$13,935.00
AVAILABLE BALANCE	$6,065.00

SMALL EQUIPMENT & TRAINING ASSESSMENTS 2012/2013

APP NO	ORGANISATION	PROJECT	AMOUNT REQUESTED	TOTAL PROJECT COST	Org Cash Cont	Misc contributions/ Sponsorship	Org In Kind Cont	Funding received 2011	Funding received 2010	Funding received 2009	Councillor Comment	Councillor Recommended Amount
1	Apollo Bay Youth Club Inc	New registered kitchen refrigerator	$849.95	$1,699.95	$850.00				$3,900.00		Recommend full funding of $850 to improve storage facility standards and to complete kitchen to a higher standard.	$ 850.00
2	Barongarook Hall & Tennis Reserve Committee	Furniture for Barongarook Hall	$1,000.00	$2,010.00	$1,010.00				$1,725.00		Recommend full funding $1,000. Project addresses safety of user groups and enhances facility for community use	$ 1,000.00
3	Birregurra Community Group	Purchase of a PA system for Hall	$1,000.00	$2,000.00	$665.00		$335.00				Recommend full funding $1,000. Provides excellent benefits to BCG and other community groups. Enhances hall for venue hire	$ 1,000.00
4	Chapple Vale Public Hall	Purchase of fridge for Hall	$519.00	$1,038.00	$519.00			$2,172.00			Not recommended for funding through this program. Suggest seeking financial support through Colac Otway Shire Sustainable Assets Department.	$ -

TOTAL FUNDS	$20,000.00
TOTAL PROJECT REQUESTS	$18,810.70
AVAILABLE BALANCE	$1,189.30

TOTAL FUNDS	$20,000.00
Total Councillor Recommended	$13,935.00
AVAILABLE BALANCE	$6,065.00

SMALL EQUIPMENT & TRAINING ASSESSMENTS 2012/2013

APP NO	ORGANISATION	PROJECT	AMOUNT REQUESTED	TOTAL PROJECT COST	Org Cash Cont	Misc contributions/ Sponsorship	Org In Kind Cont	Funding received 2011	Funding received 2010	Funding received 2009	Councillor Comment	Councillor Recommended Amount
5	Colac & District Football League Netball Association Inc	technology upgrade for Volunteers	$874.50	$1,749.00	$874.50			$335.50	$880.00	$800.00	Recommend full funding of $875 as will improve communication between Association and clubs.	$ 875.00
6	Colac & District Historical Society	Colac Herald on Disc	$540.00	$1,080.00	$540.00			$1,500.00	$550.00	$2,650.00	Recommend full funding of $540 to enable valuable information to be accessible for historical purposes.	$ 540.00
7	Colac & District Pipes & Drums Inc	Instrument upgrade	$1,800.00	$2,200.00	$400.00						Recommend maximum amount of $1000 funding as will improve club equipment.	$ 1,000.00
8	Colac Basketball Association Inc	Portable scoreboards & PA system	$1,000.00	$2,000.00	$1,000.00				$1,200.00		Recommend full funding $1,000 as enables CBA to host future basketball tournaments & provides benefit to Colac community.	$ 1,000.00
9	Colac Chorale	music and folder purchase	$1,000.00	$2,000.00	$1,000.00				$1,985.00		Recommend full funding of $1,000 as provides new music selection and appropriate music storage for Chorale members.	$ 1,000.00

TOTAL FUNDS	$20,000.00
TOTAL PROJECT REQUESTS	$18,810.70
AVAILABLE BALANCE	$1,189.30

TOTAL FUNDS	$20,000.00
Total Councillor Recommended	$13,935.00
AVAILABLE BALANCE	$6,065.00

SMALL EQUIPMENT & TRAINING ASSESSMENTS 2012/2013

APP NO	ORGANISATION	PROJECT	AMOUNT REQUESTED	TOTAL PROJECT COST	Org Cash Cont	Misc contributions/ Sponsorship	Org In Kind Cont	Funding received 2011	Funding received 2010	Funding received 2009	Councillor Comment	Councillor Recommended Amount
10	Colac Orchid Club	Storage cupboard	$500.00	$1,000.00				$500.00	$500.00		Not recommended for funding. Incomplete application.	$ -
11	Colac Pony Club	Safety jumping cups.	$525.00	$1,050.00	$525.00			$1,933.00	$3,057.00		Recommend full funding of $525 to enable Club to meet new compliance requirements.	$ 525.00
12	Colac Swim Club Inc	Wet competition start system	$948.75	$1,987.50	$948.75			$1,280.00			Recommend full funding of $949 as will update much needed equipment for competitions and training.	$ 949.00
13	Colac Table Tennis Association Inc	Purchase of Ping Pong machine	$997.50	$1,995.00	$997.50						Recommend full funding of $997.50 as provides club with enhanced practice/training capability and may result in attracting new members.	$ 997.00
14	Colac Toy Library	Outdoor Area concept plan & jigsaw puzzle drive	$2,000.00	$3,000.00	$1,000.00				$2,500.00		Recommend partial funding for project in support of jigsaw puzzle only. Landscaping to actioned separate to this funding program.	$ 423.00

TOTAL FUNDS	$20,000.00
TOTAL PROJECT REQUESTS	$18,810.70
AVAILABLE BALANCE	$1,189.30

TOTAL FUNDS	$20,000.00
Total Councillor Recommended	$13,935.00
AVAILABLE BALANCE	$6,065.00

SMALL EQUIPMENT & TRAINING ASSESSMENTS 2012/2013

APP NO	ORGANISATION	PROJECT	AMOUNT REQUESTED	TOTAL PROJECT COST	Org Cash Cont	Misc contributions/ Sponsorship	Org In Kind Cont	Funding received 2011	Funding received 2010	Funding received 2009	Councillor Comment	Councillor Recommended Amount
15	Elliminyt Tennis Club Inc	Replace vacuum cleaner	$189.00	$379.00	$190.00			$295.00	$425.00		Recommend funding of $189 as equipment is needed to keep rooms clean.	$ 189.00
16	Irrewillipe Sports & Entertainment Complex	Hall fans	$1,000.00	$2,000.00	$1,000.00				$600.00		Recommend partial funding of $750 to enhance facility & provide comfort for users.	$ 750.00
17	Larpent Hall Committee	Purchase a new stove for the Hall	$525.00	$1,054.00	$529.00						Recommend funding of $525 as existing stove is not usable.	$ 525.00
18	Larpent Indoor Bias Bowls	Purchase of yellow bias bowls	$312.00	$625.00	$313.00			no	no	no	Recommend funding of $312 as will assist participants in playing indoor bowls.	$ 312.00
19	Lions Club of Forrest & District	Purchase of catering equipment	$1,000.00	$2,000.00	$1,000.00			no	no	no	Recommend full funding $1,000. Will enhance production of Otway Soup Fest and other local events	$ 1,000.00
20	Otway Districts Football & Netball Inc	Outfitting our clubrooms	$1,000.00	$2,000.00	$1,000.00			no	no	no	Recommend full funding $1,000. Strong club benefits	$ 1,000.00

TOTAL FUNDS	$20,000.00
TOTAL PROJECT REQUESTS	$18,810.70
AVAILABLE BALANCE	$1,189.30

TOTAL FUNDS	$20,000.00
Total Councillor Recommended	$13,935.00
AVAILABLE BALANCE	$6,065.00

SMALL EQUIPMENT & TRAINING ASSESSMENTS 2012/2013

APP NO	ORGANISATION	PROJECT	AMOUNT REQUESTED	TOTAL PROJECT COST	Org Cash Cont	Misc contributions/ Sponsorship	Org In Kind Cont	Funding received 2011	Funding received 2010	Funding received 2009	Councillor Comment	Councillor Recommended Amount
21	Otway Ranges Walking Track Association Inc	Safe walking equipment	$405.00	$810.00	$405.00			no	no	no	Funding to be sourced from an alternative internal Colac Otway Shire project budget	$ -
22	Simpson Car Club Inc	Reaccreditation of CPR	$825.00	$1,650.00	$425.00	$400.00		no	no	no	Not recommend for funding. Club recommended for funding for machinery shed via Recreation facilities	$ -
			$18,810.70	$35,327.45	$15,191.75	$400.00	$335.00					$ 13,935.00

COPACC ASSISTANCE PROGRAM 2012/2013

TOTAL FUNDS	$10,000.00
TOTAL PROJECT REQUESTS	$15,531.30
AVAILABLE BALANCE	-$5,531.30

TOTAL FUNDS	$10,000.00
Total Councillor recommended	$10,000.00
AVAILABLE BALANCE	$0.00

TOTAL FUNDS	$10,000.00
Officer Recommended Amount	$10,000.00
AVAILABLE BALANCE	$0.00

COPACC ASSISTANCE MASTER 2012/2013

APP NO	ORGANISATION	PROJECT	AMOUNT REQUESTED	TOTAL PROJECT COST	Org Cash Cont	Org In Kind Cont	Misc Contribution s/ Sponsorship	Previous Funding 2011	Previous Funding 2010	Previous Funding 2009	COUNCIL ENDORSED COMMENTS	Councillor Recommended Amount	Officer Recommended Amount
1	Apollo Bay Famillies and Babies (AB-FAB)	"Face of Birth" Documentary Film event at COPACC	$785.00	$1,585.00	$400.00						This application is ineligible. Funding was sought after the event was held. Letter of explanation sent to applicant.	$0.00	$0.00
2	Let's Dance	Let's Dance concert	$700.00	$1,900.00	$700.00		$200.00				First time applicants for new disability group. Projected audience small in comparison to other applications.	$ 500.00	$500
3	Meriba Service Club of Colac	Book Launch - Pioneers & Suffragists	$1,286.00	$10,046.00	$250.00	$3,825.00	760	$4,500.00			Split decision - Two Councillors endorsed officer's recommendations. Two Councillors endorsed reduction in funding to $1200	$ 1,200.00	$1,286
4	Colac West Primary School	Colac West Primary School Annual Concert	$778.50	$2,307.00	$778.50			$778.50	$875.86	$781.36	Good event for this community sector. Strong track record.	$700	$700
5	The Colac Players Inc.	Production and Performance of one amateur theatre production at COPACC	$5,722.00	$44,542.00	$38,820.50	$225,500.00		$4,343.00	$1,300.00	$1,953.00	For access reasons COPACC will have to limit The Players hire to one week, reducing the funding required.	$2,500	$2,500
6	South West Do Care - and others	Colac Movie Club	$3,125.00	$7,000.00	$9,204.80	$9,204.80					Excellent application. Well researched, fresh approach, strong support from care sector and positive partnerships.	$ 2,800.00	$2,864
7	FReeZA Colac (Lac&Co Productions)	FReeZA Battle of the Bands 2012	$938.00	$8,215.00	$6,242.50	$2,500.00		$599.00	$611.00		Split decision - Two Councillors endorsed officer's recommendations. Two Councillors endorsed increase in funding to $600	$ 600.00	$500
8	Polwarth District Tennis Association Inc.	Celebrating and Displaying 75 years History of Tennis in Colac and district and other	$1,196.80	$5,256.80	$460.00	$9,375.00					Strong application. Potential to attract new audience to COPACC	$900	$900

APP NO	ORGANISATION	PROJECT	AMOUNT REQUESTED	TOTAL PROJECT COST	Org Cash Cont	Org In Kind Cont	Misc Contributions/ Sponsorship	Previous Funding 2011	Previous Funding 2010	Previous Funding 2009	COUNCIL ENDORSED COMMENTS	Councillor Recommended Amount	Officer Recommended Amount
9	Colac Otway Disability Accomadation Inc (CODA)	Celebration Dance	$1,000.00	$2,400.00	$1,400.00	$2,500.00	1400	$500.00	$1,000.00		Split decision - Two Councillors endorsed officer's recommendations. Two Councillors endorsed increase in funding to $800	$ 800.00	$750
			$15,531.30	$83,251.80	$58,256.30	$229,325.00						$ 10,000.00	$ 10,000.00

Colac Otway
SHIRE

RISK MANAGEMENT POLICY

Policy No: 7.3
Date Adopted: 16 March 2011
File No: GEN01688
Revised 27 June 2012

Deleted: 16 December 2009

Deleted: April 2010

Deleted: Revised 16 March 2011¶
Revised XX May 2012¶

Table of Contents

1. INTRODUCTION 3
POLICY STATEMENT 3
STATEMENT OF COMMITMENT 3
2. POLICY PRINCIPLES 3
3. RELATIONSHIP WITH COUNCIL PLAN 4
5. SCOPE 4
6. RISK MANAGEMENT REQUIREMENTS 4
7. RESPONSIBILITY 5
8. DISSEMINATION AND REVIEW 9
9. PERFORMANCE REVIEW 9
10. RISK REGISTER/RISK MANAGEMENT PROCESS 10
11. RELATED DOCUMENTS 10

Deleted: 4
Deleted: 3
Deleted: 4
Deleted: 3
Deleted: 4
Deleted: 3
Deleted: 4
Deleted: 3
Deleted: 5
Deleted: 4
Deleted: 5
Deleted: 4
Deleted: 5
Deleted: 5
Deleted: 6
Deleted: 5
Deleted: 10
Deleted: 6
Deleted: 10
Deleted: 6
Deleted: 11
Deleted: 6
Deleted: 11
Deleted: 6

Deleted: ¶
¶

Deleted: 16 December 2009
Deleted: 16
Deleted: XX
Deleted: March
Deleted: May
Deleted: 1

1. INTRODUCTION

Policy Statement

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

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

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

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

Statement Of Commitment

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

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

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

2. POLICY PRINCIPLES

The principles of the policy are to:

- Identify and analyse Council's liability associated with risk;
- Identify, evaluate and prioritise the Council's risk associated opportunities and threats, with a view to:
  - Exploiting opportunities; and
  - Reducing, mitigating, transferring or eliminating threats.
- Promote and support risk management processes throughout the Colac Otway Shire;
- Encourage the identification and reporting of potential risks;
- Implement processes to reduce risk and eliminate high risk activities;
- Recognise that successful risk management relies on input from ALL employees;
- Recognise that Managers have specific responsibilities to oversee the management of risks within their areas of control;

Deleted: 16 December 2009
Deleted: 16
Deleted: XX
Deleted: March
Deleted: May
Deleted: 1

- Allow for more effective allocation and use of resources;
- Provide a basis for higher standards of accountability;
- Protect Council's corporate image as a professional, responsible and ethical organisation; and
- Implement key actions in minimising risk exposure.

Deleted: <#>¶

3. RELATIONSHIP WITH COUNCIL PLAN

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

4. DEFINITIONS

Definitions as per **AS ISO/IS 31000**:

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

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

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

Hazard is a source of potential harm.

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

Likelihood is the chance of something happening.

Consequence is the outcome of an event affecting objectives.

5. SCOPE

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

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

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

6. RISK MANAGEMENT REQUIREMENTS

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

- Minimise Council's exposure to loss and litigation;

Deleted: 16 December 2009
Deleted: 16
Deleted: XX
Deleted: March
Deleted: May
Deleted: 1

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

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

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

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

Risk Tolerance

Colac Otway Shire recognises that undertaking the activities of Local Government has inherent risks. In pursuing its objectives, Council will manage risks based on the level of risk calculated as follows:

- **Risks with a residual rating of LOW** are acceptable and will be monitored by the routine procedures of responsible officers.
- **Risks with a residual rating of MEDIUM** are acceptable when the Executive Team clearly define responsible officers responsibilities. These risks will be entered into the Risk Register.
- **Risks with a residual rating of HIGH** require authorisation by the Executive Team. The activity must be deemed critical to achieving Council's objectives and all other options must be explored before acceptance. These risks will be entered into the Risk Register. The Executive Team will closely monitor the activity with clearly defined responsibilities for the responsible manager.
- **Risks with a residual rating of EXTREME** are unacceptable and should cease until suitable controls are put in place to lower the risk as low as is reasonably practicable. Once a reduced risk rating has been achieved, it will be managed in accordance with the policy.

7. RESPONSIBILITY

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

Council is responsible for:

- adopting a Risk Management Policy and ensuring that there are adequate budgetary provisions for the implementation and maintenance of this policy.

The Audit Committee is responsible for:

Deleted:
Deleted: 16 December 2009
Deleted: 16
Deleted: XX
Deleted: March
Deleted: May
Deleted: 1

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

Risk Management Committee is responsible for:

- Ensuring Council's Risk Management practices operate within the framework provided by AS/ISO 31000 Risk Management – Principles and Guidelines, legislation and Council policy.
- Reviewing Council's Risk Management Policy and procedure by 31 March each year.
- Providing advice and assist management and staff in the management of risk within their areas of responsibility.
- Monitoring Risk Trends.
- Supporting risk management awareness training throughout the Council.
- Reporting to the Executive Management Team on a quarterly basis.
-
- Reporting progress to Executive after each meeting.

Risk Management Committee Composition

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

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

The Executive Management Team will be represented on the Risk Management Committee by the General Manager, Corporate & Community Services.

Chief Executive Officer and General Managers are responsible for:

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

Deleted: y

Deleted: an

Deleted: 30

Deleted: November

Moved down [1]: Providing an Action Progress Report to the Audit Committee on a quarterly basis.¶

Deleted: 16 December 2009

Deleted: 16

Deleted: XX

Deleted: March

Deleted: May

Deleted: 1

- Monitoring and evaluating the performance of Managers against their Risk Management responsibilities.
- Leading the Executive Management Team in the development of the Council's Business Continuity recovery program.
- Assisting the Council in the development and revision of the Council Plan.
- Develop agreed and assessable success measures, to support the Strategic Objectives contained in the Council Plan.
- Promoting Risk Management as a vital business principle.
- Monitoring the implementation of the Risk Management Policy and Risk Management procedure across the organisation.
- Monitoring and evaluating the performance of managers against their Risk Management responsibilities.
- Ensure that proposed events and projects within their jurisdiction are not approved without a formal risk assessment that effectively identifies and manages all the risks associated with them.
- Developing approved Business Unit Plans to support the Council Plan, linking all individual Business Objectives to the Council's Strategic Objectives.
- Monitoring all risks and associated Risk Management Plans entered into the Council's Risk Register which fall within their jurisdiction.
- Ensuring the provision of a safe and healthy work environment.
- Implementation of appropriate safe work practices and control measures in accordance with the Occupational Health & Safety Act 2004, its amendments, Regulations and related Codes of Practice and Australian Standards.
- Reviewing Council's Risk Register:
  - review and prioritise all risks entered on the register;
  - review action plans against all identified risks;
- Ensuring that Council's assets and operations, together with liability risks to the public, are adequately protected through appropriate risk financing and loss control programs and measures.
- Advising Council of significant risks, strategies and resource implications.
- Monitoring and ensuring treatments are developed for the items identified in the Risk Register.

Risk Services Officer is responsible for;

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

Deleted: Maintaining

Deleted: <#>Providing risk management related information to all staff.¶

Moved (insertion) [1]

Deleted: 16 December 2009

Deleted: 16

Deleted: XX

Deleted: March

Deleted: May

Deleted: 1

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

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

Staff, Volunteers and Contractors are responsible for:

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

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

Deleted: 16 December 2009
Deleted: 16
Deleted: XX
Deleted: March
Deleted: May
Deleted: 1

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

Events Co-ordinator

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

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

Building Maintenance Officer

In addition to their generic responsibilities under this Policy, the Building Maintenance Officer will:

- Develop and maintain an inspection program for all Council owned and controlled buildings, which complies with all Council's statutory and regulatory obligations.
- Generate maintenance activities from inspections conducted.
- Ensure that maintenance activities are carried out in accordance with applicable specifications and standards.

8. DISSEMINATION AND REVIEW

This policy will be communicated throughout the organisation on endorsement.

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

9. PERFORMANCE REVIEW

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

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

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

Deleted: 16 December 2009
Deleted: 16
Deleted: XX
Deleted: March
Deleted: May
Deleted: 1

10. RISK REGISTER/RISK MANAGEMENT PROCESS

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

11. RELATED DOCUMENTS

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

Deleted: 18 December 2009
Deleted: 16
Deleted: XX
Deleted: March
Deleted: May
Deleted: 1

Colac Otway
SHIRE

INTERNAL AUDIT POLICY

Policy No: 16.1
Date Adopted: 30 March 2011 Deleted: 16/12/09
File No: GEN01688
Revised: 27 June 2012 Deleted: 30/03/11

1. INTRODUCTION

The internal audit policy provides a framework for Council, the Audit Committee and the Chief Executive Officer to independently appraise, examine and evaluate the activities of the Council in effectively discharging their responsibilities and accountabilities to customers and constituents.

This policy provides for the implementation of the internal audit function ensuring compliance with laws and regulations that impact upon the organisation. It also provides for the development of adequate and effective controls to be given particular attention to areas of risk in establishing a quality financial, management and reporting system that complements, however does not duplicate the external audit process undertaken by the Auditor General.

2. RELATIONSHIP TO COUNCIL PLAN

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

The Internal Audit policy is an important part of providing internal and external services to support the organisation meeting the community's needs.

3. OBJECTIVES/PURPOSE

The objective of the internal audit process is to provide independent advice and assurance to Council and management that the policies, operations, systems and procedures for which they are responsible:

- comply with relevant legislation and standards (compliance);
- are carried out with optimum use of resources (economy and efficiency);
- achieve the objectives specified in Council and Operational Plans (effectiveness).
- pro-active Risk Management to minimise Council's risk exposure.

Internal Audit will undertake reviews of Council's activities and furnish the Audit Committee and management with reports containing analyses, appraisals, recommendations, comments and observations.

4. POLICY

4.1 Scope of Internal Audit

The scope of internal audit is to include both compliance by Council and operational performance of Council (including any controlled entities) and may include, but is not restricted to:

- Monitoring risks to which the local government's operations are exposed.
- Preparing of audit plans to lessen the identified risks.
- Evaluating the extent of compliance with legislation, policies and procedures.
- Monitoring, evaluating and reporting on compliance and probity issues surrounding the management of tendering arrangements, including contract compliance, the annual performance statement and co-operative performance indicators.

Deleted: 16/12/09
Deleted: 30/11/2011

- Reviewing policies, systems and procedures and evaluating the adequacy of controls.
- Recommending improvements to systems and procedures.
- Advising on appropriate systems of control and other operational matters.
- Assessing the accuracy and appropriateness of reports and other information provided to Councillors.
- Reviewing revenues and expenditure of Council and its controlled entities.
- Advising revenue enhancement and cost reduction.
- Reviewing Business Continuity and Fraud Control.
- Evaluating Council operations and service delivery.
- Making recommendations to achieve operational best practice.

4.2 Operating Principles

(i) Organisational Arrangements

An Internal Auditor is to be appointed by Council for a 3 year period after seeking quotations from appropriate qualified organisations and individuals.

The Internal Auditor (as appointed by Council) is responsible to Council through the Audit Committee and the Chief Executive Officer, for the effective management of an independent Internal Audit function. The independent status within Council is essential to effective internal auditing and shall be maintained at all times.

The Internal Auditor has no managerial powers, authorities, functions or duties except those relating to the Internal Audit function. Accordingly Internal Audit activities do not in any way relieve other personnel from their responsibilities.

The Internal Auditor has the right of access to Council's properties, works, all records, accounts, correspondence, minutes and other documents that may be necessary in the conduct of a review. Council personnel may be requested to provide relevant information within a specified timeframe to enable a review to be efficiently completed.

Internal Audit shall not be responsible for detailed development, implementation of, or variation to financial and administrative systems, but should be advised of any approved development or change to such systems.

The Internal Auditor will promote its image as a service function carrying out its responsibilities through constructive co-operation with Executive Management and personnel at all levels within Council.

Competence, Standards and Conduct of Audit Work

Internal Audit will maintain a high degree of professionalism through application of the following competency and standard requirements:

- Internal Audit personnel will be qualified to at least the minimum required for entry to the professional accounting bodies or other appropriate qualification that may be determined from time to time.

- Internal Audit personnel involved in audits will be appropriately experienced and skilled to independently operate as effective internal Auditors.

- An appropriate range of skills will be maintained within the function.

Deleted: 16/12/09
Deleted: 30/11/2011

- Internal Audit personnel will maintain and develop competency and skills through involvement in accepted professional development programmes.

- Standards applicable to the Internal Audit function will be, as applicable, those promulgated by the Australian Professional Accounting Bodies and the institute of Internal Auditors.

- Appropriate quality assurance and performance standards shall be met with all activities undertaken by Internal Audit.

Audit Planning and Control

Internal Audit planning shall be risk based and aligned to the Council Plan. The risk based methodology will indicate where longer term strategic or cyclic activities are involved. In addition, the internal audit plan will take cognizance of the results of the previous year, advice and requests from Council, the Audit Committee and Management.

Deleted: and Best Value Schedule.

The Internal Audit Annual Work Plan shall be approved by Council upon the recommendation of the Audit Committee.

Reporting the Results of Audit

Matters arising during audits, including matters for possible inclusion in reports will, on completion of the audit, be discussed with the Manager in charge of the area and where appropriate with the responsible General Manager.

Matters that can be promptly resolved without the need for formal reporting will be done so and if necessary followed up. Details of such matters will be retained in audit working papers.

Deleted: Formal reports will be issued to Council's Audit Committee as soon as possible after the completion of the review.

Reports will include the Manager's response to audit recommendations that will include recommendation acceptance, the responsible officer to undertake the corrective action and the expected date that the corrective action will be completed.

Managers are required to respond to all issues within 30 days of the formal report being issued. This is an initial response only and further work associated with particular recommendations will be negotiated with the appropriate General Manager as required.

The final draft report will be provided to Executive for final review and approval prior to being included in an Audit Committee Report.

The Audit Report including management responses and actions will be presented to Council's Audit Committee as soon as possible after the completion of the review.

Deleted: at the next Audit Committee meeting.¶

Recommendations as approved will be included as actions in the relevant Business Plans of the particular unit(s).

Deleted: 16/12/09

Deleted: 30/11/2011

Organisational Reporting of Audit Activity

The Internal Audit function is directly responsible to the Chief Executive Officer and will report the results of audit reviews via the Audit Committee. The detailed reporting process will be as determined by the Chief Executive Officer on the advice of the Audit Committee.

Relations with External Audit

A professional relationship will be maintained with Council's External Auditors. A close liaison will result in a cost effective use of audit resources ensuring the best value to Council.

Internal Audit will consult with External Audit, where necessary.

Confidentiality

All the work of internal audit will be confidential to the Council and Audit Committee and will not be disclosed to third parties, except for the external auditors unless specifically authorised by Council.

5. IMPLEMENTATION AND REVIEW

This policy will be implemented by Colac Otway Shire and will be subject to periodic review.

6. ATTACHMENT

Audit Committee Charter – March 2012

Deleted: 1

Deleted: 16/12/09

Deleted: 30/11/2011

AUDIT COMMITTEE CHARTER

MARCH 2012

Deleted: 1

1. PURPOSE

The Colac Otway Shire Audit Committee is to:

1.1 Assist the Council in its oversight responsibilities by monitoring, reviewing and advising on:

- The truth and fairness of the view given by the annual financial and performance statements of the Council.
- The Council's accounting policies and practices in accordance with current and emerging, accounting standards.
- The external auditors performance.
- The independence and performance of the internal audit function.
- Compliance with legal and regulatory requirements and policies.
- Compliance with Council policy framework.
- Internal controls, the control environment and the overall efficiency and effectiveness of financial operations.
- The Council's overall risk management policy and programs.

1.2 Provide a forum for communication between the Council, management and the internal and external auditors.

2. AUTHORITY

The Colac Otway Shire Audit Committee does not have delegated powers to make binding decisions. However Council authorises the Audit Committee, within the scope of the responsibilities to:

2.1 Perform activities within its role and responsibilities.

2.2 Require the attendance of council officers at meetings as appropriate.

2.3 Have unrestricted access to management, employees and information it considers relevant to its roles and responsibilities.

2.4 Monitor the work and assess the performance of the internal and external auditors.

Deleted: ¶
¶
¶

Deleted: 16/12/09

Deleted: 30/11/2011

3. ORGANISATION

3.1 Membership

3.1.1 The Committee will be comprised of two Councillors and two independent members, all of whom shall be appointed by Council.

3.1.2 The Council members of the Committee will be appointed annually by Council and the independent members will be appointed for a three year term.

3.1.3 Each Committee member should be capable of making a valuable contribution to the committee and have skills and experience appropriate to the Council's operations.

The independent members will be able to demonstrate a background in financial reporting, accounting or business management.

3.1.4 Independent members may be appointed for more than one three year term.

3.1.5 The Chairperson of the Audit Committee shall be appointed by the Committee on an annual basis. The Chairperson is to be from the independent members of the Committee.

3.1.6 If Council proposes to remove an independent member of the Committee, it must give written notice to the member of its intention to do so and provide that member with the opportunity to be heard at a Council meeting.

3.2 Meetings

3.2.1 The Audit Committee shall meet at least four times each year and at least once in each quarter.

3.2.2 Meetings should be arranged to co-incide with the relevant Council reporting deadlines, including co-inciding with the finalisation of the Financial Statements and the draft Annual Report to the Minister.

3.2.3 Additional meetings shall be convened at the discretion of the Chairperson or at the written request of any member of the Committee.

3.2.4 The Chief Executive Officer should attend all meetings, except where the Committee chooses to meet in camera.

3.2.5 The Mayor must be invited to attend every meeting of the Committee, but does not have voting rights. A copy of the agenda and comprehensive minutes shall be distributed to the Mayor where not a member of the Committee.

3.2.6 Council staff may be requested to attend either regularly or from time to time at the discretion of the Committee.

3.2.7 Representatives of the external auditor should be invited to attend at the discretion of the Committee.

3.2.8 The Committee may invite any other external party to a meeting in order to carry out the duties and functions of the Committee.

Deleted: 16/12/09
Deleted: 30/11/2011

3.2.9 A standing invitation exists for all Councillors to attend Audit Committee meetings as observers but voting rights and discussion remains with Audit Committee members. Copies of agendas shall be provided to a Councillor where requested.

3.2.10 The internal auditor (as appointed by Council) should attend all meetings where internal audit reports are presented or as requested by the committee.

3.2.11 The number of members required to form a quorum is set at three committee members.

3.2.12 The chairperson of the Committee shall have a casting vote.

3.2.13 Detailed and summary minutes of each Audit Committee meeting will be prepared.

3.3 Remuneration Arrangements

3.3.1 Remuneration will be paid to any externally appointed member of the Committee. The basis of the fee may be an annual fee, a set fee per meeting, or some other basis negotiated with the Chief Executive Officer.

3.3.2 A Letter of Offer must be signed by externally appointed Committee members and Council. The Letter of Offer must describe any remuneration arrangements and be signed prior to appointment.

3.3.3 The Chief Executive Officer will review the remuneration annually in accordance with the terms of appointment.

4. ROLES AND RESPONSIBILITIES

The following are the roles and responsibilities of the Colac Otway Shire Audit Committee in pursuing its Charter:

4.1 Financial Reporting

4.1.1 Ensure that the Internal Audit Program focuses on the current areas of greatest financial and operational risk and report to the Council how these are being managed in the Council operations.

4.1.2 Review significant accounting and reporting issues, including recent professional and regulatory pronouncements and seek explanation of their impact on the financial statements.

4.1.3 Oversee the periodic financial reporting process implemented by management and review the annual financial and performance statements prior to their release to determine whether they are complete, reflect appropriate accounting principles, contain appropriate disclosure and are consistent with the information known to Committee members. In order to discharge to this responsibility the Audit Committee is to:

Deleted: 16/12/09
Deleted: 30/11/2011

- Review the application of accounting policies to monitor that they have been consistently applied and any new accounting standards requirements related to the Council, are appropriately reflected.
- Consider the impact of any changes to accounting policy.
- Focus on judgement areas of the financial statements (for example those involving revenue recognition, valuation of assets and liabilities and other commitments and contingencies).
- Meet with management and the external auditors to review the financial and performance statements and the results of the audit.
- Ensure that any significant adjustments, unadjusted differences, disagreements with management and official accounting policies and practices have been discussed with the external auditor.
- Note the management sign off of the Annual Financial Statements.

4.1.4 Discuss with management any significant movements in the financial statements from the annual budget and ensure that variance explanations included in the Annual Report are consistent with the Audit Committee's understanding of the Council operations.

4.1.5 Review the propriety of all related party transactions as noted in the Council Annual Report.

4.1.6 Recommend to Council the adoption of the Financial Statements, Standard Statements and Performance Statement.

4.1.7 Review the form and content of quarterly financial and performance reports to Council.

4.2 Risk Management

4.2.1 Review and recommend enhancements to Council's policy for the oversight and management of business risks.

4.2.2 Review management's overall risk management framework and implementation strategy and advise Council of any concerns regarding the appropriate resourcing of the required actions.

4.2.3 Monitor that management identifies, reviews and regularly updates the profile of the principle strategic, operational and financial risks to which it is exposed and assess the appropriateness of the steps management has taken to manage these risks.

4.2.4 Monitor the performance of management in implementing risk management responses and internal control rectification activities and seek assurance that these are appropriate systems for identifying and monitoring risks in place and that these are operating as intended.

4.2.5 Monitor the progress of any major legal action facing the Council.

4.2.6 Monitor processes and practices of Council to ensure for effective business continuity.

Deleted: .4.1.8 . Seek assurances from management that the next (and three subsequent) year's budget is consistent with the Council's long term financial strategy.¶
¶
-4.1.9- Consider advice of any planned major consultancy reviews and projects that could potentially be commenting on the Council's financial and risk management frameworks and linkage to the control environment.¶

Deleted: i

Deleted: 16/12/09

Deleted: 30/11/2011

Deleted: ¶

4.3 Internal Control

4.3.1 Monitor to ensure that any internal control recommendations made by the internal and external auditors and approved by the Committee have been implemented and track all agreed action points from audit.

4.3.2 Seek assurance that the Council information system environment and future strategies take account of risk, disaster recovery processes and sound systems of internal control.

Deleted: and the processes used in developing financial and performance statements are robust, are based on sound systems of internal control and are effective and efficient.

4.3.3 Seek assurance that the processes used in developing financial and performance statements are robust, are based on sound systems of internal control and are effective and efficient.

4.3.4 Through the agency of internal and external audit, seek confirmation that efficient and effective internal control processes are in place, that they are regularly evaluated and that any deficiencies are advised to the Audit Committee.

Deleted: 3

4.3.5 Assess the Council control environment, frequency of fraud, code of ethics and nature and frequency of other important audit related controls and issues.

Deleted: 4

4.4 Compliance with Laws and Regulations

4.4.1 Review the effectiveness of the system for monitoring compliance with laws and regulations and obtain regular updates from management regarding compliance matters that may have a material impact on the Council's reputation or financial statements.

4.4.2 Review the findings and recommendations of any examinations by regulatory agencies that may impact on the Council's financial position or adherence to laws and regulations.

4.4.3 Obtain regular reports from Management that reflect compliance/non-compliance with laws, legislation and policies.

4.4.4 Review the register of tender and procurement non-compliance issues.

4.5 External Audit

4.5.1 Request and consider the external auditors proposed audit scope, audit approach and materiality levels for the current year in the light of the Council's circumstances and changes in regulatory and other requirements.

4.5.2 Review with the external auditor any audit problems or difficulties the auditor encountered in the normal course of audit work including any restriction on audit scope or access to information.

4.5.3 Ensure significant findings and recommendations made by the external auditors are received and discussed on a timely basis.

4.5.4 Ensure management responds promptly to recommendations made by the external auditors.

Deleted: 16/12/09

Deleted: 30/11/2011

4.5.5 Discuss with the external auditor the quality of accounting policies applied in the Council's financial reporting.

4.5.6 As considered necessary by the Committee, meet separately with the external auditors to discuss any matters that the Committee or auditors believe should be discussed privately.

Deleted: ¶
4.5.7 Monitor the performance of the external auditor and provide advice, as appropriate, to the Auditor-General on the performance of his agents.¶

4.6 Internal Audit

4.6.1 Review and approve the Internal Audit Program, its scope and progress and any significant changes to it, including any difficulties or restrictions on scope of activities, or significant disagreements with management.

4.6.2 Review the appropriateness of special internal audit assignments undertaken by internal audit at the request of Council or Chief Executive Officer.

4.6.3 Review the level of resources allocated to internal audit and the scope of its authority.

4.6.4 Confer with the external auditor regarding the standard of work of the internal audit function. Consider any concerns regarding the health of the relationship between external and internal audit team and whether this is optimising efficiencies in the Council's assurance activities.

4.6.5 Review the appointment, effectiveness and independence of the internal audit function.

4.6.6 As considered necessary, meet separately with the internal auditor to discuss any matters that the Committee or the internal auditor believes should be discussed privately.

4.6.7 Ensure significant findings and recommendations made by the internal auditors are received, discussed with a course of action, agreed that they are implemented on a timely basis and tracked to ensure appropriate implementation.

4.6.8 Ensure that the annual work plan of internal audit includes an analysis of key risks, the effectiveness of the Council's risk management, internal compliance and control systems.

4.7 Other

4.7.1 Ensure that the Audit Committee's responsibilities as set out in the Charter are appropriately reflected in the annual agenda for the Committee.

4.7.2 Oversee the information received and the action taken by the Council in relation to matters affecting the Council's audit, financial statements or internal controls.

4.7.3 Develop and maintain an Annual Work Plan for the Committee based on its Charter so that meetings retain relevance and all Charter requirements are met by the Committee.

Deleted: ¶
¶
¶

Deleted: 16/12/09

Deleted: 30/11/2011

5. REPORTING

The Colac Otway Shire Audit Committee will:

5.1 Report to Council as soon as practicable following the conduct of each meeting in the form of minutes or otherwise.

5.2 Report bi-annually to Council, summarising the activities and performance of the Committee during the previous year. The bi-annual report to Council shall include a forward plan and retrospective overview having regard to the Charter.

6. REVIEW

The Colac Otway Shire Audit Committee will:

6.1 Review the Audit Committee Charter on an annual basis and any recommendations for amendments will be submitted to Council for approval.

6.2 Evaluate its own performance (both of individual members and collectively) on an annual basis. This will include an assessment of the extent to which the Committee has discharged its responsibilities as set out in this Charter. The results of this evaluation will be reported to Council.

6.3. Obtain feedback on the Committee's performance and operations from key people such as the external auditor and senior management.

6.4 Obtain feedback from the Council on the effectiveness of the committee.

Deleted: 16/12/09
Deleted: 30/11/2011

Colac Otway SHIRE

INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(Planning and Environment Act 1987*)*

In this Instrument **"officer"** means –

BEVERLY MERRETT

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 27 June 2012.

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

……
Chief Executive Officer

Dated 27 June 2012

Colac Otway SHIRE

INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(Planning and Environment Act 1987*)*

In this Instrument **"officer"** means –

GEMMA BROWNING

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 27 June 2012.

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

……
Chief Executive Officer

Dated 27 June 2012

Discontinuance of Part of Yaugher Rd, FORREST

Colac Otway SHIRE

{Title}

Map Zoom: 499.2 m

Map Scale: 1:3,222

There are no features selected with textual information.

Legend

- Address
- Road - infrastructure
- Watercourse
- Easement
- Aerial 2008
- Lakes
- Property Boundary
- Parcel Proposed
- Lot Boundary
- Crown Land
- Shire Boundaries

Disclaimer

Contains VICMAP Information ©The State of Victoria, Dept. of Sustainability & Environment, 2003. Reproduced by permission of the Dept. of Sustainability & Environment.

This material may be of assistance to you but the State of Victoria, Colac Otway Shire and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or consequences which may arise from your relying on any information contained in this material.

Contact Colac Otway Shire
2-6 Rae Street.
COLAC. VIC. 3250
Ph: 03 5232 9400
Fax: 03 5232 1046
Email: inq@colacotway.vic.gov.au
Web: www.colacotway.vic.gov.au

GDA

This map is produced on the Geocentric Datum of Australia (GDA94). GDA94 supersedes the Australian Geodetic Datum 1966 (AGD66). Colac Otway Shire uses the Map Grid of Australia (MGA94) Zone 54 projection.

Council Plan 2009-2013

(Revised June 2012)

Colac Otway SHIRE

Contents

Purpose of the Council Plan 2

Our Vision, Mission, Our Values 3

Mayor's Message 3

Chief Executive Officer's Message 4

How Council Operates 4

Overview of the Shire 5

Council's Planning Framework 9

Using the Plan 14

Key Result Areas and Objectives 16

Council Plan 16

Strategic Indicators 31

Attachment 1 Strategic Resource Plan

Attachment 2 Strategic Snapshot

Purpose of the Council Plan

The Council Plan is a legislative requirement and each municipality is required to submit a new 4-year Council Plan to the Minister for Local Government, no later than 30 June of the year following a Council election.

The Council Plan is a strategic document outlining the objectives and strategies of Council to the community that the Colac Otway Shire Council, elected in November 2008, has developed to inform the community on the Strategic Actions to deliver its statutory requirements and to reflect the direction Council wishes to take during their electoral term.

Council has developed this Plan in consultation with its key stakeholders - our employees and the community we serve using our Values of Respect, Integrity, Goodwill, Honesty and Trust and the six key result areas of Council as the framework.

Council is pleased to note that over 132 ratepayers were consulted at eight Community Forums around the Shire during March 2009, when this Plan was first created, providing direct input for this Plan.

At the same time, a Community Survey was conducted, resulting in 759 people taking the opportunity to participate in the survey, providing 9,000 pieces of information used to guide the strategies and actions of this Council Plan.

The Plan underpins and guides our work and establishes the direction and priorities for the organisation for the remaining year of this 4 year plan. Supporting plans such as business plans and specific topic strategies are also aligned to the Council Plan. Progress against the Plan will be measured at least quarterly and annually, in reports to Council and the publication of our Annual Report.

The Council Plan is reviewed annually to foster a more proactive approach to our long-term planning. It also enables Council to better respond to local and other issues in a more positive and timely manner.

Strategic 'Snapshot' Report

Attached as an Appendix is a Strategic 'Snapshot' of the Shire. The purpose of this report is to provide information, facts and forecasts about the Colac Otway Shire that informed the development of the Council Plan 2009 to 2013.

The report is presented in the same structure as the Council Plan to enable a quick and easy translation.

The report is based on the best available information about the Shire. In some cases, the information is for wider geographical regions such as the Barwon or Victoria West Regions. Where this is the case, assumptions have been made as to the applicability to Colac Otway.

The report is intended to generate discussion, raise awareness and support the development of strategies and actions that address the challenges facing the municipality.

Our Vision, Mission and Values

Our Vision

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

Our Mission

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

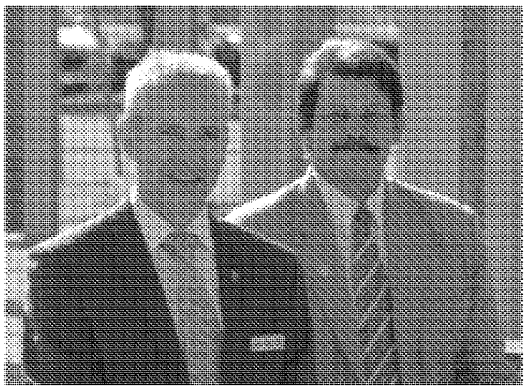
- Effective leadership, governance and financial accountability
- Affordable and effective services
- An advocacy and engagement approach to sustainably grow our community

Our Values

Council will achieve its Vision and Mission by acting with:

- Respect
- Integrity
- Goodwill
- Honesty
- Trust

Mayor and CEO's Message



It is with great pleasure that we present the revised 2009 – 2013 Council Plan.

Cr Stephen Hart (left) and CEO Rob Small (right)

The Council Plan 2009 – 2013 is Colac Otway Shire's key corporate document. We encourage community members to read this document as it identifies Council's key directions and priorities for the final year of the 4 year Plan.

The Council Plan has been developed via a collaborative process between elected Councillors, the organisation and the Colac Otway Shire community. Also taken into consideration were the results of detailed research undertaken on key factors and issues impacting on the future growth and development of the municipality. We have included this information as an attachment to the Council Plan.

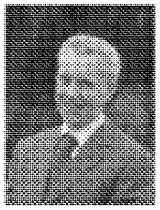
The six Key Result Areas in the Plan are where Council focuses its attention to achieve outcomes for the community. Strategic Objectives are underpinned by Strategies which determine the way Council manages and delivers services to the Colac Otway community.

The Council Plan is closely aligned with the preparation of the annual Budget process, which resources our activities and initiatives. The Council Plan details the Key Actions that Council will pursue during 2012-2013 and the indicators and targets that will be used to monitor the Strategic Objectives.

Cr Stephen Hart
Mayor
Colac Otway Shire

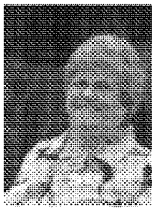
Rob Small
Chief Executive Officer
Colac Otway Shire

Our Council



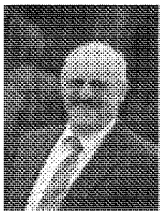
Cr Stephen Hart
Mayor

Telephone: (03) 5237 3196
Mobile: 0407 962 412
Email: lavershill7@bigpond.com



Cr Lyn Russell
Deputy Mayor

Telephone: (03) 5231 5191 (AH)
Mobile: 0419 326 624
Fax: (03) 5595 3177
Email:
lyn.russell@colacotway.vic.gov.au

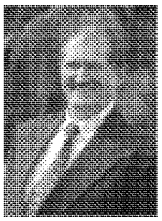


Cr Brian Crook

Telephone: (03) 5231 3885 (AH)
Mobile: 0448 352 583
Email: bcrook@gmail.com

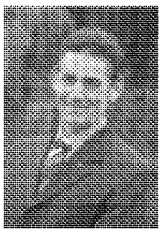
Cr Chris Smith

Telephone: (03) 5235 1255
Mobile: 0419 351 255
Fax: (03) 5235 1451



Cr Frank Buchanan

Mobile: 0437 780 070
Email: frankbuchanan@gmail.com

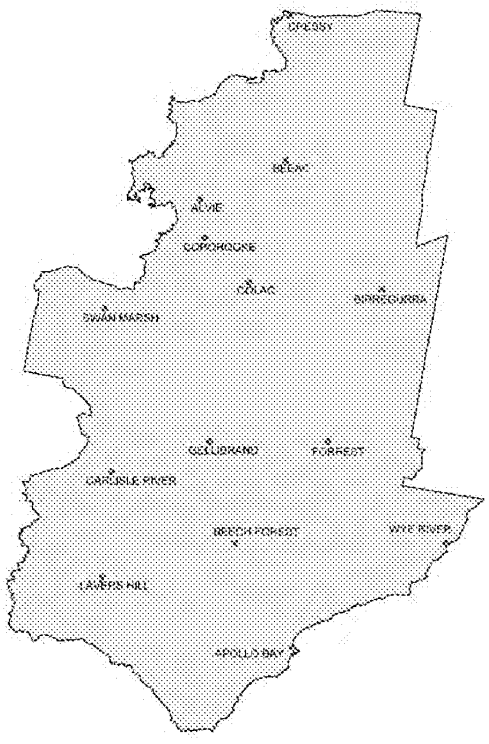


Cr Stuart Hart

Telephone: (03) 5235 8391
Mobile: 0417 560 421
Email: shart@gotalk.net.au

Cr Geoff Higgins

Telephone: (03) 5231 4864 (AH)
Mobile: 0418 524 874
Fax: (03) 5231 4864



How Council Operates

Together Councillors make up Colac Otway Shire Council, a statutory body constituted under the Local Government Act 1989. Council is responsible for setting the organisation's direction and ensuring that it performs effectively on behalf of the Colac Otway Shire community.

Council Meetings

Council meetings are generally held on the 4th Wednesday of each Month and are open to the public. Council meetings are held at the Council offices in Colac, with two meetings a year held in Apollo Bay and one in Birregurra. Council's meeting agendas and minutes are available on the Colac Otway Shire website www.colacotway.vic.gov.au.

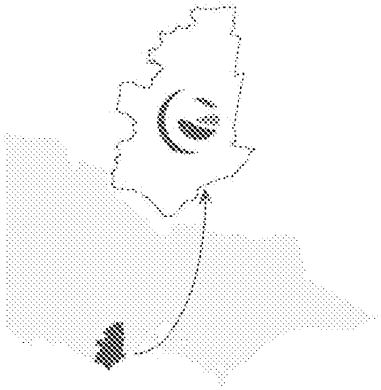
The Mayor is elected annually by the Councillors. Committee appointments are made annually by Council. Committees of Council are as follows:

Committee	Purpose/Comments
Audit Committee (Advisory Committee)	To review financial and risk management systems and assist Council to carry out its corporate governance responsibilities. It has an independent member as the chairperson. The Chief Executive Officer (CEO) is a non-voting member.
Australia Day Advisory Committee	To review nominations and select Australia Day Award winners in the various categories.
Festival & Events Support Scheme Advisory Committee	To consider the applications received for the Festival & Events Support Scheme and make any recommendations to Council on any strategic directions for specific events or the Support Scheme.
Grants/Community Funding Advisory Committee	To consider the applications received for the Community Funding program and make recommendations on any strategic directions for the specific projects or funding programs.
Planning Committee (Special Committee)	To consider and determine all matters referred to it pursuant to the instrument of delegation, matters relating to strategic issues, receiving regular reports on key performance indicators, and other matters referred to the Committee as seen fit.
Small Town Improvement Program Advisory Committee	To consider the applications received for the Small Town Improvement Program.

Note: A number of the committees include external members and staff.
On an annual basis, Council also appoints Councillors to a number of other committees and external bodies.

Overview of the Shire

We are situated within a two hour drive of Melbourne, and approximately an hour to the large regional cities of Geelong to the east and Warrnambool to the west.



Colac Otway Shire has some of the most picturesque scenery in the State. A large proportion is State Forest and National Park, but it also includes beaches, rugged coastline, rainforests, waterfalls, volcanic lakes and craters.

The shire has two main townships; Colac, the largest and the major service town where most community support and health services, retail trade and manufacturing businesses are located, and Apollo Bay, which serves as the major tourism centre. Dotted throughout the shire are many small and historic towns with active community associations.

In the north of our shire much of the rural area is used for timber and agriculture, with farming, cropping and dairying being the main agricultural activities.

A drive south through Colac leads to the Otway Ranges, one of Australia's most significant cool climate rainforest areas, home to towering trees and lush ferns. The Otways are important to the shire and the wider region for tourism, timber and water harvesting.

The lure of the Great Ocean Road, with its breathtaking scenic views is especially important to tourism, drawing local, interstate and international visitors to view its spectacular beauty.

Our People

Our estimated population is 22,097. There has been a gradual increase in the population of the shire since 2005, approximately 4%, in comparison with the previous years, 2001-2005, when the population remained fairly static.

We expect a larger increase in our population once the Princes Highway becomes a dual highway (the Geelong to Winchelsea section is well along in construction) as it will open up the region, making commuting an attractive option for both the local population and for those seeking a lifestyle change. With the attraction of affordable housing and great lifestyle, we are ideally located for those looking for a rural idyll within a comfortable commuting distance to major centres.

Our four key industry categories are Agriculture; Forestry and Fishing; Manufacturing; Retail Trade; and Health and Community Services and these employ approximately 51% of our labour force.

Our History

European settlement dates from 1837 when pastoralists settled near Lake Colac, with further development occurring over the following years as timber-getting and sawmill were established. Apollo Bay township was established in the 1860s, with other coastal villages being settled by the 1880s.

The opening of the Great Ocean Road in 1932 gave greater access to coastal townships, with tourism spurring growth in the 1950s. Since the 1970s rural residential living has steadily increased in popularity.

Our Name

Colac Otway Shire came into being in 1994 when the shires of Colac and Otway were amalgamated.

Historically, Colac is thought to be named after the local Coladjin Aboriginal tribe that once lived in the area and Cape Otway was named by Lieutenant Grant in 1801 after a Captain Otway.

The Shire at a Glance

Area: 3,427 sq kilometres
Length of Local Roads: 1,632 kilometres
Coastline: 95 kilometres
Forest and National Park: 110,000 hectares
Rateable properties (as at 31 March 2012): 14,665

Population
Estimated Population: 22,097
Population born overseas: 6.7%
Population growth rate: 1.2%

Age Structure
Age structure is an important indicator of an area's residential role and function and how it is likely to change in the future. The age structure of a population is usually indicative of an area's era of settlement and provides key insights into the level of demand for services and facilities, as most services and facilities are age-specific.

0 – 4 years	5.9%
5 – 17 years	18.9%
18 – 34 years	17.7%
35 – 59 years	34.9%
over 60 years	22.6%

Employment
Employment rate: 95.4% (full time, 57.9%)

The four most popular industry sectors are:

- Retail Trade (1,370 persons or 14.6%)
- Agriculture, Forestry & Fishing (1,334 persons or 14.2%)
- Health and Community Services (1,035 persons or 11.1%)
- Manufacturing (1,028 persons or 11.0%)

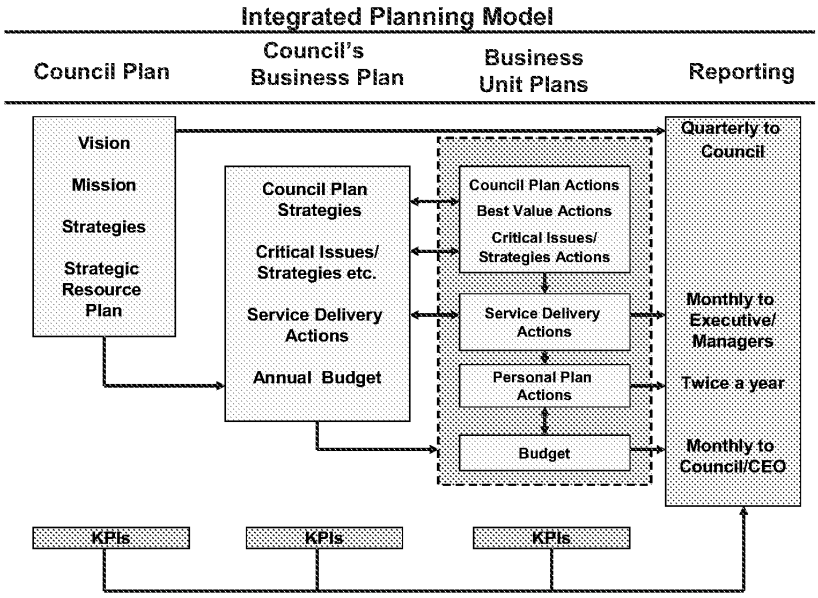
In combination, these four industries employed a total of 4,767 people or 50.9% of the employed resident population.

Sources
Australian Bureau of Statistics Census 2006
.id Consulting, Melbourne 2010

Council's Planning Framework

Colac Otway Shire's Council Plan plays a vital role in shaping the future of the municipality. It sets out local and regional challenges and opportunities for our community.

This planning document embodies Council's Plans, Objectives, Strategies and Key Actions that enable us to achieve our long term vision of a sustainable, vibrant future in partnership with our community.



Business Plans

The provision of strategic direction through the Council Plan and the allocation of funding through the Budget is not enough by itself to deliver 'on the ground' results. This can only be achieved through plans for actions involving all appropriate human, physical and financial resources. For local government this requires detailed planning across the wide range of services it delivers and functions it performs. These internal action plans are prepared annually and are known as Unit Business Plans.

Continuous Improvement (Best Value)

Best Value is a commitment from Colac Otway Shire to provide best value for the resources we use and the best possible services for our community.

Councils are required by the Local Government Act to ensure their services take into account the following Best Value principles:

- Specific quality and cost standards for every Council service
- Responsiveness to community needs
- Accessibility and appropriately targeted services
- Continuous improvement
- Regular community consultation on all services and activities
- Frequent reporting to the community

Council will apply these principles to continuously improve its strategic and service planning as well as its service delivery. This ongoing improvement will assist Council to maintain its flexibility and provide resources to meet the community's needs, thereby building on our commitment to provide high quality, cost effective services and facilities that promote community wellbeing.

Development of the Council Plan

1. Strategic Research

Extensive strategic research underpins the development of this Council Plan, with the Strategies and Key Actions for each of the Key Result Areas in the Plan supported by these findings.

A 'snapshot' of the collated results of the research is included as an attachment to the Council Plan. The information, facts and forecasts in the report are posed as Challenges to achieving the Vision and Objectives.

Following is an excerpt from the report:

"There are numerous positive performance indicators and examples of success throughout the Shire; however, the focus of this report is to capture the things that need to be addressed to achieve the preferred future for the municipality.

There are two types of "Challenge" described for each Key Result Area, being:

1. *Municipal Wide Challenges – describe the challenges facing the whole municipality, not just the Council as a Local Government Authority.*

   Municipal wide challenges are not the sole responsibility of one organisation or level of government and therefore require multi-agency collaboration if they are to be addressed. Council therefore has a choice whether it gets involved through a leadership, advocacy, facilitation or participant role in addressing the challenge.

2. *Council Specific Challenges – describe the challenges that are directly under the control or responsibility of Council.*

   Council will need to decide if the challenge requires a strategic response and resource allocation.

Actions to address the Challenges will often require a combination of Council, community, government and private sector partnerships, funding and collaboration."

In addition to the background data and research, the development of the Council Plan is also the outcome of the following inputs:

- Statutory requirements
- Contracts and Agreements
- Employer obligations
- Technical and Specialist input
- Councillor input
- Staff input
- Community Input
- Ideas and feedback
- Council Plan 2005-2009

2. Engagement and Consultation

A. Council and Organisation Input

In early December 2008, input and endorsement was sought from the newly elected Council on the proposed Council Plan framework, key activities and timetable for completion of the Plan.

A series of five workshops were held with staff from across the organisation, and at all levels, at which a draft framework for the new Council Plan was workshopped.

The views of staff were sought on the 2005-2009 Vision, Mission and Values; what was still current, what had changed and what should be included. The proposed Strategic Objectives were discussed and challenges to achieving the objectives indentified. Strategies and Key Actions were identified using the 'MoSCoW' process developed by the City of Melbourne:

- **M**ust Do
- **S**hould Do
- **C**ould Do
- **W**on't Do (or Can't Do)

along with items for consideration as part of a Long-Term Financial Plan

In December 2008 and January 2009, Council workshopped their new Vision, Mission and Values and provided input into the draft Key Result Areas, Strategic Objectives and Strategies in the Council Plan.

In February 2009, Council endorsed the program for consultation with the community on the Strategies proposed for the new Council Plan and to seek the community's views and input on issues of concern.

As required by the Local Government Act, Council has undertaken an annual review of the Council Plan to ensure that the Plan retains its currency. While there is no major structural change to the Plan for the remaining 2 years of its operation, several Key Actions have been added to address emerging issues.

B. Community Input

Community consultation and engagement is a core ingredient in Council's planning framework. Council undertook an extensive community consultation program during the development of this Council Plan in 2009. Two approaches were used; a ***Community Survey*** and eight ***Community Forums***.

The *Community Survey* of 759 resident and non-resident ratepayers targeted people 15 to 80+ years of age in direct proportion to the current demographic distribution and gender balance of the Shire. A variety of methods were used including web, email, direct contact, paper and mail providing a 95% confidence rate in the survey outcomes. The survey covered the Shire by gathering input from all towns and districts using a Zone based approach:

	Colac Otway Shire TOTAL	**20,293**	**100%**
Urban Colac	Colac, Elliminyt	11,407	56.2%
Rural North	Alvie, Beeac, Birregurra, Cororooke, Cressy, Irrewarra and Warrion, and the localities of Balintore, Barunah Plains, Coragulac, Corunnun, Cundare, Cundare North, Dreeite, Dreeite South, Eurack, Ombersley, Ondit, Warncoort, Weering, Whoorel, Winchelsea (part), Wingeel and Wool Wool	3,346	16.5%
Rural South	Barongarook, Carlisle River, Forrest, Gellibrand, Larpent, Pirron Yallock and Swan Marsh, and the localities of Barongarook West, Barramunga, Barwon Downs, Bungador, Carpendeit (part), Gerangamete, Irrewillipe, Irrewillipe East, Jancourt East (part), Kawarren, Murroon, Nalangil, Pennyroyal, Simpson (part), Stonyford, Yeo and Yeodene	2,966	14.6%
Great Ocean Rd Otways	Apollo Bay, Beech Forest, Glenaire, Johanna, Kennett River, Lavers Hill, Marengo, Skenes Creek, Wongarra and Wye River, and the localities of Aire Valley, Cape Otway, Chapple Vale, Ferguson, Gellibrand Lower (part), Grey River, Hordern Vale, Mount Sabine, Petticoat Creek, Separation Creek, Skenes Creek North, Sugarloaf, Tanybryn, Weeaproinah, Wyelangta and Yuulong	2,584	12.7%

Eight *Community Forums* were conducted at various times and in seven locations across the Shire (highlighted in blue text in the above table) that included the main towns and population areas. The Forums were run in a 'World Café' style where tables discussed the topics of the day, with the help of a facilitator, and then recorded their input on the survey form.

The nature of the Forums allowed for more topics to be explored and background information to be provided. Wider strategic 'Big Picture' topics such as the Environment, Economy, Community and Population Sustainability were discussed. Whilst these areas are not directly or totally the responsibility of Council, they represent the core sustainability, and therefore the viability, of the Shire and have a significant impact on Council operations i.e. services, infrastructure, rate base and image.

Input and feedback is sought from the community on an ongoing basis in regard to all the major strategies and policies developed and adopted by Colac Otway Shire. Significantly, this consultation is embedded in Council business agendas through the obligation to address the issue of community consultation in all reports and recommendations that come before Council for consideration.

Statutory compliance plays a vital part in ensuring that at least an acceptable level of community consultation is achieved. In terms of the Council Planning framework, the preparation and adoption processes for both the Council Plan and the Budget are subject to compliance with Section 223 of the Local Government Act 1989, which provides for public notices and the receipt and consideration of submissions from the community.

The community was invited to provide comment on the revised Council Plan during 2012.

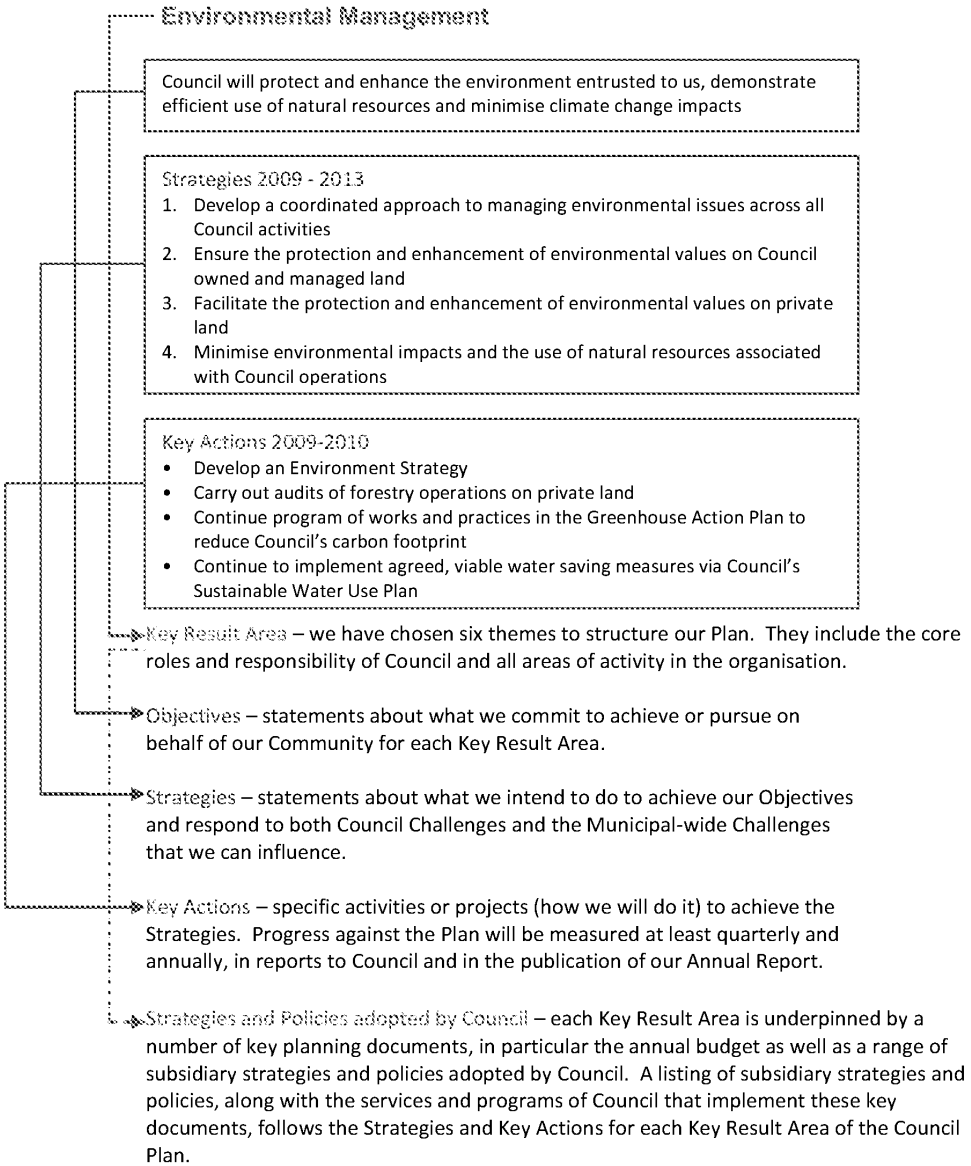
Using the Plan

The Council Plan is a strategic document that outlines the strategic objectives of Council to the community.

The Council Plan is a legislative requirement and each local government needs to submit a new 4-year Council Plan to the Minister, no later than 30 June of the year following a Council election.

The Council Plan is divided into six Key Result Areas, or themes, each with its own Objective and set of Strategies and Actions that will contribute to the achievement of the Objective. Achievements against the planned Actions will be reported on quarterly to Council and in the Annual Report, thus ensuring Council is accountable and responsible for its performance.

An Example of how it works



The final two components that complete the Council Plan are:

- **Strategic Indicators:** measures of performance that monitor our progress against the Objectives of the 6 Key Result Areas
- **Strategic Resource Plan:** specifies the financial and non-financial resources required to achieve our Council Plan

Key Result Areas and Objectives

The following key result areas and objectives guide our decisions and encompass all areas of Council activities.

Council currently provides direct funding and services for each key result area however, in all cases, Council is not the only level of government or organisation involved in service and infrastructure provision.

Council therefore has a fundamental role to lead, advocate and facilitate partnerships on behalf of the community to achieve the following objectives:

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

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

3. **Land Use and Development**
   Council will engage, plan and make decisions about land use and development that takes into account the regulatory role of Council, its diverse geography, social, community, economic and environmental impacts for current and future generations.

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

5. **Economic Development**
   Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.

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

NOTE
For each of the six Key Result Areas, the timing of the following Key Actions to deliver Council Plan Strategies indicates either a commitment to consistent effort over the 4 year Plan period or a specific period within which the Action will be completed. All Actions are subject to the Annual Review of the Council Plan and the allocation of resources through the annual Council Budget.

1. LEADERSHIP AND GOVERNANCE

Objective

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

Council is committed to achieving the following strategies for **Leadership and Governance.** We will use the associated actions to measure how effectively we implement the strategies.

Strategies (what)	Key Actions (how)	Timing (when)
1. Lead the community in responding to the current and long term sustainability challenges facing the municipality.	1. Pursue the development of a collaboratively developed Sustainable Population Strategy that takes into account the demographic, social, environment, economic, land use and leadership factors that make a great municipality. Participate in the G21 Regional Land Use Plan.	Completed
	2. Review and, where possible, simplify Council's Local Laws.	2010-2013
	3. Review of Council's Policies.	2010-2013
2. Improve community engagement to ensure open, accessible, transparent planning and decision making.	1. Review Council's Community Engagement Policy, Procedure and Toolkit to improve current processes of direct engagement with the community.	Completed
	2. Conduct community forums throughout the Shire.	2009-2013
3. Provide responsible financial management.	1. Review the ten year financial plan on an annual basis and ensure that it is integrated with Council's Asset Management Strategy.	2009-2013
	2. Support the Audit Committee and maintain an internal audit program ensuring an Audit Plan is developed and implemented annually based on the outcomes of the Risk Profiling project.	2009-2013
	3. Implement a new chart of accounts in line with integration of the Financial Management software.	Completed
	4. Facilitate a strategic and integrated approach for grants applications to reduce Council's matching contribution from other than rate revenue.	2009 – 2013
	5. Introduce the revised Procurement Policy and Council's Tendering & Contracting Procedures to ensure cost efficiency and transparency.	Completed
	6. Implement procurement roadmap actions to transparently obtain goods and services at the best possible value to the community.	Completed
	7. Ensure Council's asset and financial systems meet the National Financial Reporting Framework standards required by the Federal Government by June 2013.	2010-2013

Strategies (what)	Key Actions (how)	Timing (when)
4. Continuously improve the services directly provided by Council.	1. Carry out continuous improvement reviews on Council operations and implement the prescribed actions. 2. Improve Council's Customer Service capability to increase customer satisfaction. 3. Actively promote the delivery of responsive customer service across the organisation.	2009-2013 2009-2013 2009-2013
5. Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government and in relation to environmental issues.	1. Advocate and influence the development of water authorities' water supply demand policies and strategies. 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. 3. Advocate for appropriate State and Federal Government funding for community priorities. 4. Participate in G21 and Great South Coast resource sharing forums and negotiations on regional strategic objectives. 5. Advocate for appropriate fire prevention activities in the Great Otway National park and other public land.	2009-2013 2009-2013 2009-2013 2009-2013 2009-2013
6. Attract and retain quality staff.	1. Negotiate the fifth Colac Otway Shire Enterprise Agreement. 2. Work in partnership with local and industry groups on employment branding initiatives that enhance the profile and appeal of local government as an "employer of choice".	Completed 2009-2013
7. Provide a fair, safe and healthy work environment.	1. Enhance and implement the corporate occupational health and safety systems (SafetyMap) and ensure ongoing compliance with all relevant regulations. 2. Review Council Offices and Staff Accommodation to ensure appropriate space is provided to accommodate staff.	2009-2013 Completed
8. Continuously improve operational systems, processes and minimise risk.	1. Implement the Risk profiling project (including a review of the Risk Management strategy and implementation of the Risk Register software) to effectively manage and minimise Council's liabilities and eliminate risk. 2. Review and update Council's Risk Management Policy and Procedures Manual including compliance audits. 3. Implement the Systems and Processes Review project to ensure that systems and processes are operating effectively and providing support to eliminate risk. 4. Implement Council's Information Communication Technology strategic plan. 5. Develop and implement Council's Information Services disaster recovery environment. 6. Seek opportunities for sharing of resources and expertise across the region.	Completed 2009-2013 2009-2013 2009-2013 2009-2013 2009-2013

Strategies (what)	Key Actions (how)	Timing (when)
9. Communicate regularly, effectively and honestly with the community.	1. Provide relevant, timely and accurate information to the community using print, radio and web media, as well as non-media channels such as newsletters and the Colac Otway Shire website. 2. Ensure Colac Otway Shire's website is accessible, easy to navigate, utilises appropriate web technologies and contains relevant and up-to-date information.	2009-2013 2009-2013
10. Meet our statutory obligations for community safety, security and responses to emergency situations.	1. Implement the Domestic Animal Management Plan. 2. Implement the Municipal Fire Prevention Plan. 3. Establish integrated fire management practices and endorse Township Protection Plans and Neighbourhood Safer Places where appropriate. 4. Undertake an annual review of the Municipal Emergency Management Plan (MEMP) from a Shire perspective and implement awareness training and readiness programs for community and staff.	2009-2013 2009-2013 2010-2013 2009-2013

Leadership and Governance is supported by the continued delivery of a diverse range of services, projects and programs and specific plans and documents.

Services that support leadership and governance:	Documents, strategies and plans that support leadership and governance:
Audit Program Communications Corporate Governance Corporate Systems development and improvement. Council & Business Planning Councillor Support Customer Services Document Management Services Domestic Animal Services Emergency Management/Readiness Executive Financial Management Systems and Services Fire Prevention Human Resources Management Information Communication and Technology Services Local Laws Enforcement Occupational Health and Safety Revenue & Property Services Risk Management	• Annual Budget • Annual Business Plans – Corporate Services • Annual Report and Quarterly Performance reports • Audit Committee Charter • Colac Otway Information Communication and Technology Strategy • Colac Otway Rating Strategy • Colac Otway Shire Enterprise Agreement 2006 • Council agendas and minutes • Council Policies • Councillor Code of Conduct • Delegations & Authorisations Register • Domestic Animal Management Plan • Emergency Management Plan – Regional (COS) • Heatwave Strategy • Local Government Privacy Guide • Local Law No 1 – Consumption of Alcohol in public places • Local Law No 2 – General Local Law • Local Law No 3 – Livestock • Local Law No 4 – Processes of Local Government • Long Term Financial Plan • Municipal Emergency Management Plan • Municipal Fire Prevention Plan • Pandemic Influenza Plan • Public Information Register • Risk Management Strategy • Strategic Resource Plan • Style Guidelines • Volunteer Engagement Strategic Plan

2. PHYSICAL INFRASTRUCTURE AND ASSETS

Objective

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

Council is committed to achieving the following strategies for **Physical Infrastructure and Assets.** We will use the associated actions to measure how effectively we implement the strategies.

Strategies (what)	Key Actions (how)	Timing (when)
1. Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.	1. Plan and implement infrastructure projects that transform townships and promote economic development and community strengthening. 2. Review and implement Asset Management Plans to ensure that the level of funding for asset renewal, maintenance and upgrade meets the community's expectations. 3. Develop a 10 year capital works and major projects program according to adopted priorities. 4. Review the 10 year capital works and major projects program annually.	2009-2013 2009-2013 2009-2013 2010-2013
2. Implement and manage Colac Otway Shire's Road Management Plan.	1. Continue active participation and involvement in the STEP Asset Management Program with the Municipal Association of Victoria. 2. In line with the Road Management Act 2004 requirements, review and update Colac Otway Shire's Road Management Plan. 3. Develop a Strategic Footpath Plan for Colac. 4. Review the Strategic Footpath Plan for Apollo Bay.	2009-2013 2010-2013 Completed 2012-2013
3. Manage Council's buildings and facilities in a responsible, safe and sustainable manner.	1. Develop Building Assets Management Plan and implement according to adopted priorities. 2. Develop a Land Rationalisation Program for land surplus to Council needs. 3. Develop a Building Rationalisation Program for buildings surplus to Council needs.	2010-2013 2010-2013 2012-2013

Strategies (what)	Key Actions (how)	Timing (when)
4. Improve local and regional transport networks to ensure safety and accessibility.	1. Advocate for strategic transport initiatives 2. Implement the parts of the G21 Transport Plan relevant to Colac Otway Shire. 3. In partnership with regional councils and VicRoads develop and implement a Road Safety Plan and Council approved road safety initiatives. 4. Advocate for duplication of the Princes Highway from Winchelsea to Colac. 5. Advocate for further improvements to the Princes Highway from Colac to the South Australian border. 6. In partnership with VicRoads identify options and plan for alternative road access through or around Colac, particularly relating to freight movement. 7. Advocate for improved commuter Rail Services and safe Railway Crossings.	2009-2013 2009-2013 2012-2013 Completed 2009-2013 2010- 2013 2009-2013
5. Ensure environmental risks are adequately addressed for Council infrastructure works, including impacts of climate change.	1. Implement sound procedures to ensure that environmental constraints are adequately considered in the planning and implementation of Council's infrastructure maintenance activities. 2. Develop a proposed long term management response to sea level rise for Council assets. 3. Implement measures to manage and monitor Council's closed landfills to EPA standards.	Completed 2009-2013 2012-2013

Physical Infrastructure and Assets is supported by the continued delivery of a diverse range of services, projects and programs and specific plans and documents.

Services that support physical infrastructure and assets:	Documents, strategies & plans that support physical infrastructure and assets:
Apollo Bay Harbour Management Asset Management Building maintenance, development and upgrades. Colac Livestock Selling Centre Contract Management Engineering Design Infrastructure Maintenance and upgrades Road Safety	■ Amended Road Management Plan ■ Apollo Bay Sand Study Final Report (2005) ■ Apollo Bay Strategic Footpath Network Plan (July 2002) ■ Bridge Asset Management Plan ■ Building Asset Management Plan ■ Colac Otway Stormwater Management Plan ■ Colac Otway Strategic Bicycle Plan (1999) ■ Great Ocean Road Landscape Assessment Study 2004 (State Government) ■ Road Asset Management Plan ■ Road Safety Strategy ■ Safety & Environment Management Plan (SEMP) Apollo Bay Harbour ■ Strategic Asset Management Plan ■ Three Towns Drainage Strategy

3. LAND USE AND DEVELOPMENT

Objective

Council will engage, plan and make decisions about land use and development that takes into account the regulatory role of Council, its diverse geography, social, community, economic and environmental impacts for current and future generations.

Council is committed to achieving the following strategies for **Land Use and Development.** We will use the associated actions to measure how effectively we implement the strategies.

Strategies (what)	Key Actions (how)	Timing (when)
1. Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community.	1. Advocate to have Colac Otway Shire included in the State Government urban land monitoring program. 2. Advocate for more detailed mapping of the Erosion Management Overlay by State Government. 3. Finalise a Rural Living Strategy and implement findings 4. Finalise and implement a car parking study for Colac & Apollo Bay. 5. Finalise a Structure Plan for Birregurra. 6. Finalise the Forrest Structure Plan. 7. Commence a review of the Colac Structure Plan, including the identification of long term residential and commercial/industrial growth options. 8. In conjunction with the State Government, and subject to external funding, exhibit a Planning Scheme amendment for the Apollo Bay Harbour Master Plan.	Completed 2009-2013 2010-2013 2009-2013 2009-2013 Completed 2010-2013 2009-2013
2. Ensure that responsible planning mechanisms are used to control development in areas potentially affected by climate change.	1. Work with State Government to develop appropriate planning controls that respond to predicted sea level rise. 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.	2009-2013 2011-2013
3. Ensure all Council land use plans and strategies are current and responsive.	1. Undertake a four year review of the Planning Scheme. 2. Regularly update and improve the Colac Otway Planning Scheme through Planning Scheme amendments. 3. Undertake a review of the settlement boundary and urban design for Apollo Bay. 4. Undertake a Neighbourhood Character Study for Birregurra. 5. Prepare Design Guidelines for Colac and Apollo Bay industrial and Business 4 zone areas.	Completed 2009-2013 Completed 2011-2013 2011-2013
4. Enforce planning and building regulations to meet legislative requirements.	1. Implement comprehensive monitoring of the Essential Safety legislative requirements. 2. Review practices for monitoring swimming pool fencing. 3. Implement mechanisms to improve knowledge of building and planning requirements/responsibilities.	2009-2013 Completed 2009-2013

Strategies (what)	Key Actions (how)	Timing (when)
5. Ensure consistent and timely decision making for building and planning applications that meet Council's policy framework.	1. Document and continuously improve processes and procedures for assessment and determination of building and planning permit applications. 2. Prepare and develop a more comprehensive Information Kit on building and planning application requirements. 3. Provide improved access to building and planning information on Council's website.	2009-2013 2009-2013 Completed
6. Ensure that environmental risks are adequately addressed for new development and land use.	1. Work with State Government to develop and introduce planning controls that accurately reflect areas known to potentially have acid sulfate soils. 2. Introduce a Salinity Management Overlay to affected areas. 3. Work with State Government to review policies and provisions in fire risk areas as appropriate following the conclusion of the Bushfire Royal Commission.	2009-2013 2009-2013 2010-2013

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

Services that support development and land use	Documents, strategies & plans that support development and land use
Building Control Services Statutory Planning Strategic Planning	■ Colac and Apollo Bay Car Parking Strategy (2011) ■ Apollo Bay Settlement Boundary & Urban Design Review (2012) ■ Apollo Bay Structure Plan (2007) ■ Barongarook Covenant Property Management Plan – Bush Tender (April 2006) ■ Colac CBD & Entrances Project ■ Colac Otway Heritage Study (2003) ■ Colac Otway Planning Scheme ■ Colac Structure Plan (2007) ■ Great Ocean Road Landscape Assessment Study 2004 (State Government) ■ Kennett River, Wye River and Separation Creek Structure Plans (2008) ■ Rural Land Strategy (2007) ■ Rural Living Strategy (2011) ■ Skenes Creek, Kennett River, Wye River and Separation Creek Neighbourhood Character Study (2005)

4. ENVIRONMENTAL MANAGEMENT

Objective

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

Council is committed to achieving the following strategies for **Environmental Management.** We will use the associated actions to measure how effectively we implement the strategies.

Strategies (what)	Key Actions (how)	Timing (when)
1. Develop a coordinated approach to managing environmental issues across all Council activities.	1. Finalise the development of an Environment Strategy. 2. Implementation of the Environment Strategy. 3. Development of 2 Year Action Plans for the Environment Program.	Completed 2009-2013 2010-2013
2. Ensure the protection and enhancement of environmental values on Council owned and managed land.	1. Develop and implement action plans to manage the threats to environmental assets on Council managed land in accordance with the Environment Strategy and the 2 Year Action Plans. 2. Continue to implement the Lake Colac Management Plan and the Re-vegetation and Weed Control Master Plan.	2009-2013 2009-2013
3. Facilitate the protection and enhancement of environmental values on private land.	1. Continue to carry out audits of forestry operations on private land. 2. Continue to raise the awareness of private landholders on their responsibilities in relation to the environment. 3. Update the environmental overlays in the Planning Scheme to introduce the latest biodiversity mapping prepared by State Government.	2009-2013 2009-2013 2010-2013
4. Minimise environmental impacts and the use of natural resources associated with Council operations in accordance with Council's Environment Strategy 2010-2018.	1. Continue program of works and practices in accordance with the Environment Strategy and 2 Year Action Plans. 2. Continue to implement agreed, viable water saving measures in accordance with the Environment Strategy and the 2 Year Action Plans. 3. Implementation of the planning scheme and Council processes to manage environmental issues associated with Council works. 4. Develop and implement an Environmental Sustainability Policy.	2009-2013 2009-2013 2009-2013 2011-2013

Strategies (what)	Key Actions (how)	Timing (when)
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. 6.	1. Coordinate a range of environmental events across the region. 2. Promote awareness of environmental issues through various media and forums. 3. Advocate where appropriate community views on environmental issues outside the direct responsibility of Council. 4. Encourage energy efficiency including the use of renewable and alternative energy sources.	2009-2013 2009-2013 2009-2013 2009-2013
7. Minimise, recycle and manage residential waste.	1. Implement the Landfill Rehabilitation Plan. 2. Implement the Waste Management Plan and new contractual arrangements. 3. Implementation of the Waste Water Management Strategy. 4. Investigate waste-to-energy for green waste.	2009-2013 Completed 2009-2013 2012-2013

Environmental Management is supported by the continued delivery of a diverse range of services, projects and programs and specific plans and documents.

Services that support strong environmental management:	Documents, strategies & plans that support environmental management:
Environment Education/Promotion Environment Planning Natural Resource Management Sustainability Management Transfer Stations/Recycling Waste Management	2012-2014 Environment Action Plan Domestic Wastewater Management Plan Environment Strategy 2010-2018 Greenhouse Action Plan Lake Colac Management Plan Poorneet Road Grassland Management Plan Roadside Vegetation Management Plan Sewering of Skenes Creek report Sustainable Water Use Plan Waste Water Issues Paper – Beeac Waste Water Issues Paper – Forrest Waste Water Management Birregurra – Issues Paper Waste Water Management Kennett River – Issues Paper Waste Water Management Strategy Waste Water Management Wye River, and Separation Creek – Issues Paper Weed Management Strategy

5. ECONOMIC DEVELOPMENT

Objective

Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.

Council is committed to achieving the following strategies for **Economic Development.** We will use the associated actions to measure how effectively we implement the strategies.

Strategies (what)	Key Actions (how)	Timing (when)
1. Support the development of a diverse, skilled and capable workforce.	1. Work with industry sectors on strategic workforce planning initiatives, including training and education. 2. Participate in local and regional task groups to improve access to vocational education and training and post compulsory education and training.	2009-2013 2009-2013
2. Work with business to recognise growth potential from climate change and renewable energy initiatives.	1. Encourage and promote climate change sustainability initiatives for business and renewable and alternative energy opportunities for the Colac Otway Shire.	2011-2013
3. Support local business to develop and succeed.	1. Implement new business support and facilitation services that make it easy to do business in the Shire. 2. Enhance Colac's regional service centre status through the development of a Marketing strategy. 3. Develop a Master Plan to support the redevelopment of the Colac Central Business District streetscape and city entrances. 4. Continue to provide world standard tourism support services including Visitor Information Services, and support for local and regional tourism organisations. 5. Implement Business Development training programs, networking events and Business Awards. 6. Provide on line information for customers and potential investors to access businesses in the Shire.	Completed 2010-2013 Completed 2009-2013 2009-2013 2009-2013
4. Lead, support and/or participate in regional and local development networks and partnerships.	1. Promote and encourage the development of infrastructure to support nature based tourist development of Great Otway National Park/Otway Forest Park and Great Ocean Walk. 2. Promote and encourage the development of infrastructure to support Lake Colac tourism and community use. 3. Support local business associations such as Otway Business Inc, Apollo Bay Chamber of Commerce and Tourism.	2009-2013 2009-2013 2009-2013

Strategies (what)	Key Actions (how)	Timing (when)
5. Participate in regional and Shire based marketing and promotion initiatives designed to promote 'brand awareness' of Colac Otways and Great Ocean Road region.	1. Promote the Shire's strengths and competitive advantages to attract new investment. 2. Identify the capacity, demand and rating of accommodation in Colac including the attraction of a high end quality star hotel. 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. 4. Continue to provide strategic support to tourism including operation of the Colac and Apollo Bay Visitor Information Centres.	2009-2013 2012-2013 2010-2013 2009-2013
6. Facilitate the development of infrastructure for business investment, growth and liveability.	1. Support the Apollo Bay Harbor Precinct development. 2. Undertake streetscape planning for Apollo Bay to integrate with the proposed harbor development. 3. Develop small town / community capability by providing infrastructure and resources, including continued support for the Small Town Improvement Program. 4. Lobby for improved telecommunications in the Colac Otway Shire in consideration of Federal Government and telecommunication owners' initiatives.	2009-2013 2012-2013 2009-2013 2009-2013
7. Work in partnership with business, industry groups, government and agencies on sustainable economic growth.	1. Develop improved educative material on Council policy and practices to assist business with development proposals. 2. Review business attraction and local business development policies.	Completed 2011-2013

Economic Development is supported by the continued delivery of a diverse range of services, projects and programs and specific plans and documents.

Services that support economic development:	Documents, strategies & plans that support economic development:
Business Development Economic Development Small Town Improvement Tourism	■ Action Agenda for Economic Development 2009 – 2013 (under development) ■ Affordable Housing Strategy (2007) ■ Apollo Bay and Marengo Neighbourhood Character Study (2003) ■ Apollo Bay Harbour Precinct Master Plan (2007) ■ Barwon Downs Township Master Plan (2006) ■ Beeac Township Master Plan (2001) ■ Birregurra Township Master Plan (2003) ■ Carlisle River Township Master Plan (2004) ■ Colac Otway Shire Tertiary Opportunity Study ■ Colac Otway Tourism Review (2006) ■ Cressy Township Master Plan (2007) ■ Economic Development and Tourism Strategy ■ Feasibility Study into Economic Activity in Forrest ■ Forrest Township Master Plan (2007) ■ Geelong and Colac Region Skills Research Project – Part 1 (2005) ■ Gellibrand Township Master Plan (2004) ■ Lake Colac Commercial Development Report (2007) ■ Lavers Hill Township Master Plan (2006) ■ Port of Apollo Bay Future Capacity Study Summary Report (2006) ■ Swan Marsh Township Master Plan (2001)

6. COMMUNITY HEALTH AND WELLBEING

Objective

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

Council is committed to achieving the following strategies for **Community Health and Wellbeing.** We will use the associated actions to measure how effectively we implement the strategies.

Strategies (what)	Key Actions (how)	Timing (when)
1. Provide, facilitate or advocate for a range of health, recreation, community services and facilities.	1. Develop a 10 year upgrade works program for Colac Otway Performing Arts and Cultural Centre.	2009-2013
	2. Develop a 10 year capital upgrade works program for Blue Water Fitness Centre.	2009-2013
	3. Continue in partnership with the Colac Community and project stakeholders to plan and develop the Beechy Precinct in accordance with Council approvals and review Council's continued involvement in the Beechy Precinct in respect of all elements that still require Council approvals.	2009-2013
	4. Review and reconsider the recommendations from the "Apollo Bay Library and Facility Development Project".	Completed
	5. Implement the extension of the Apollo Bay Library and additional program spaces.	2012-2013
	6. Implement the recommendations of Council for the Colac Library Annexe/Sub-Branch.	Completed
	7. Review and implement the Council Community Grants Program guidelines.	2009-2013
	8. Implement Council's Recreation Strategy.	2009-2013
	9. Develop an Open Space Strategy.	Completed
	10. Develop an Active Transport Strategy.	2009-2013
	11. Implement strategies in the Drug Action Plan.	2010-2013
	12. Develop a Civic and Cultural Precinct Plan for Colac.	2011-2013
	13. Investigate initiatives that reduce exposure to passive smoking in public places.	2011-2013
2. Promote and facilitate cultural and community events throughout the municipality.	1. Implement the Arts and Cultural Strategy.	2009-2013
	2. Implement the Festival and Events Strategy.	2009-2013
	3. Work with event organisers and community groups to develop a broad range of community festivals and events.	2009-2013
3. Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community.	1. Implement and promote the Municipal Public Health Plan.	2009-2013
	2. Implement the Positive Ageing Strategy.	2009-2013
	3. Develop and implement an Early Years Plan.	2009-2013
	4. Develop and implement an Access, Equity and Inclusion Plan.	2009-2013
	5. Review the provision of Youth Services in the Shire.	2010-2013

Strategies (what)	Key Actions (how)	Timing (when)
4. Support local communities to develop, grow and be great places to live.	1. Implement the Transport Connections Strategy. 2. Liaise with local Real Estate Industry to monitor the local market and encourage diversity in housing choice. 3. Participate in local and regional Affordable Housing task groups. 4. Work with Developers to create liveable, affordable and sustainable housing.	2009-2013 2009-2013 2009-2013 2009-2013

Community Health and Wellbeing is supported by the continued delivery of a diverse range of services, projects and programs and specific plans and documents.

Services that support community health and wellbeing:	**Documents, strategies & plans that support community health and wellbeing:**
Aged & Disability Services Bluewater Fitness Centre (BWFC) Colac Otway Performance Arts Centre (COPACC) Community Transport Economic Development (part) Environmental Health Services Family and Childrens Services Festivals and Events Immunisation Services Maternal & Child Health Services Primary Care Partnerships Public Health planning Recreation, culture planning, services and centres Rural Access Transport Connections Youth Services	Access and Inclusion Plan 2009/2013 Arts and Cultural Strategy 2007/2011 Colac Otway Regional Cricket Plan Drug Action Plan 2009/13 Festival and Events Strategy 2007/2011 Heatwave Plan Municipal Early Years Plan 2009/2013 Municipal Public Health Plan 2007/09 Positive Ageing Strategy 2008/12 Public Open Space Strategy 2011 Recreation Strategy 2006/2010

Strategic Indicators

The following details the Measures (or means) and Milestones of monitoring achievement against each Strategic Objectives

- Milestones: specific projects or activities being completed by a set time
- Measures: Council's success in this Plan will be measured numerically against the following targets

Objectives	Strategic Indicators	Target 2012/13
Leadership and Governance Council will fulfil its statutory and legal obligations to its community and staff in a way that is: fair, ethical, inclusive, sustainable, financially responsible and meets the needs and practical aspirations of current and future generations	Liquidity Ratio Outstanding rates, charges and fees as a proportion of rates, charges and fees. Average rate revenue per assessment. Audit Opinion issued on Financial Statements	>150% <4% $1,269 Compliance with all statutory requirements
Physical Infrastructure and Assets Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future	Percentage of Capital Works expenditure projects completed Capital Works expenditure actual compared to budgeted expenditure Asset renewal sustainability index	>85% >85% 100%
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.	Planning permits processed within statutory timeframes	>70%
Environmental Management Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.	Develop environmental plans for high value Council land. Commence implementation of environmental management plans for high value Council land.	12 plans developed. Implementation of 12 plans commenced.
Economic Development Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.	Delivery of Business Development Events.	16 events held during the year.

Objectives	Strategic Indicators	Target 2012/13
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	Exhibition of community and professional artists at the Colac Otway Performing Arts and Cultural Centre (COPACC).	>100 artists
	Maintain a membership base at Bluewater Fitness Centre.	>1,000 members
	Capacity usage of Council's Learn to swim program.	>90%

STRATEGIC RESOURCE PLAN 2012/13 TO 2015/16

DOCUMENT CONTROL	
Colac Otway Shire Council PO Box 283 COLAC VIC 3250 Mobile:0428 650 384 Email: brett.exelby@colacotway.vic.gov.au Web : www.colacotway.vic.gov.au	**Document:** Colac Otway SRP **Project Manager:** Brett Exelby **Author:** Brett Exelby **Date:** **April 2012** **Synopsis:** Strategic Resource Plan

CONSULTANTS DISTRIBUTION SCHEDULE

Version No.	Date	Distribution	Reference
Version 1	January 2012	Brett Exelby	
Version 2	February 2012	Brett Exelby	
Version 3	April 2012	Brett Exelby	

SCHEDULE OF ADOPTION

Version No.	Date	Comment	TRIM Reference
Draft	April 2012		

Strategic Resource Plan

CONTENTS

CONTENTS **4**
1. EXECUTIVE SUMMARY **6**
1.1 INTRODUCTION *6*
1.2 PURPOSE OF SRP *6*
1.3 SRP OBJECTIVES *8*
1.4 STRATEGIC FINANCIAL DIRECTION *9*
1.5 KEY STRATEGIC DIRECTIONS *10*
2. LINK BETWEEN STRATEGIC RESOURCE PLAN AND COUNCIL PLAN **12**
2.1 STRATEGIC PLANNING FRAMEWORK *12*
3. COLAC OTWAY SHIRE COUNCIL FINANCIAL SUSTAINABILITY **14**
3.1 INTRODUCTION *14*
3.2 BENCHMARKING *14*
3.3 ANALYSIS OF COUNCIL'S FINANCIAL SUSTAINABILITY *15*
3.4 OPERATING SURPLUS EXCLUSIVE OF CAPITAL INCOME AND ABNORMAL ITEMS *17*
4. LONG-TERM BORROWING STRATEGIES **19**
4.1 INTRODUCTION *19*
4.2 BACKGROUND TO CURRENT DEBT PORTFOLIO *19*
4.3 MEASURING WHICH LEVEL OF DEBT IS APPROPRIATE *19*
4.4 BORROWING ASSESSMENT POLICY *21*
4.5 WHAT DO THE FINANCIAL INDICATORS MEAN? *21*
4.6 WHAT IS A PRUDENT DEBT LEVEL? *22*
4.7 FUTURE LOAN PROGRAMME *23*
5. STATUTORY AND OTHER RESERVES **24**
5.1 INTRODUCTION *24*
5.2 NATURE AND PURPOSE OF RESERVES *24*
6. RATING AND OTHER REVENUE STRATEGIES **27**
6.1 INTRODUCTION *27*
6.2 VALUATIONS *27*
6.3 RATING STRATEGY *28*
6.4 BACKGROUND TO THE PRESENT RATING SYSTEM *29*
6.5 COMPONENTS OF COUNCIL'S RATING BASE *29*
6.6 ASSESSMENT OF CURRENT RATING LEVELS *29*
6.7 RATES AND CHARGES BUDGET – 2012-2013 ..... *31*
6.8 WASTE SERVICE CHARGES *31*
6.9 GRANT REVENUE *32*
6.10 VICTORIA GRANTS COMMISSION *32*
6.11 FEES AND CHARGES REVENUE *32*
7. ASSET MANAGEMENT **34**
7.1 INTRODUCTION *34*
7.2 BACKGROUND TO COUNCIL'S TOTAL ASSET PORTFOLIO AT 30 JUNE 2010 ..... *34*
7.3 SUMMARY OF FIXED ASSETS *34*
7.4 KEY QUESTIONS TO DETERMINE SERVICE LEVEL/INVESTMENT *36*

Strategic Resource Plan

7.5 SUSTAINABILITY INDEX 36
7.6 CONDITION ASSESSMENT 37
7.7 STRATEGIC ASSET MANAGEMENT 39
7.8 FUTURE ASSET MANAGEMENT 41

8. CAPITAL WORKS PROGRAMME 42

8.1 INTRODUCTION 42
8.2 LEVEL AND NATURE OF CAPITAL WORKS 42
8.3 CAPITAL WORKS PROGRAMME – EXPENDITURE LEVEL ASSESSMENT 43
8.4 CAPITAL FUNDING SOURCES 44
8.5 CONCLUSION 44

9. SERVICE PROVISION AND PLANNING 45

9.1 INTRODUCTION 45
9.2 OPERATING REVENUE/EXPENDITURE 45
9.3 BENCHMARKING – FINANCIAL PERFORMANCE INDICATOR ANALYSIS 45
9.4 SERVICE PROVISION AND PLANNING 45
9.5 CONCLUSION 46

10. STRATEGIC FINANCIAL PLAN 47

10.1 INTRODUCTION 47
10.2 MODELLING METHODOLOGY 47
10.3 FINANCIAL ASSUMPTIONS 48
10.4 CONCLUSION 50

11. APPENDIX A GLOSSARY OF TERMS - DEFINITIONS 51
12. APPENDIX B RATING PRINCIPLES, VICTORIAN LOCAL GOVERNMENT CONTEXT 53
13. APPENDIX C STANDARD FINANCIAL STATEMENTS 55

13.1 STANDARD INCOME STATEMENT 56
13.2 STANDARD BALANCE SHEET 57
13.3 STANDARD STATEMENT OF CASH FLOWS 58
13.4 STANDARD STATEMENT OF CAPITAL WORKS 59

Strategic Resource Plan

1. EXECUTIVE SUMMARY

1.1 INTRODUCTION

Council is required under the Local Government Act (1989), to prepare a *Strategic Resource Plan* (SRP).

The SRP outlines the resources required to achieve Council's strategic objectives expressed in the Council Plan. The SRP must include:

- Details of financial resources (standard statements); and
- Details of non-financial resources, including human resources.
- Council must adopt its SRP by 30 June each year. The SRP is intended to have a 4-year time frame.
- Significant changes to this revised Strategic Resource Plan 2012-2013 are:
    - Council will increase average rates and charges per assessment by 6.33 percent in the 2012-2013 financial year. This level allows Council to maintain existing service levels, fund a limited number of new initiatives and continue to allocate additional funds to renew the municipality's infrastructure; and
    - Capital Expenditure is $15.9 million in 2012-2013.

This section includes:

- Purpose of the SRP;
- Objectives of the SRP;
- Financial strategic direction;
- Key strategic directions

1.2 PURPOSE OF SRP

Council is required to prepare a SRP under Section 126 of the *Local Government Act (1989).*

The purpose of the SRP is to:

- Establish a financial framework over the next 4 years to ensure Council's strategic objectives, as expressed in its Council Plan, are achieved;
- Provide an assessment of the resources (financial and non-financial) required to accomplish the objectives and strategies included in the Council Plan (non-financial resources are assumed to include human resources and Council's asset base, which are all referred to in various parts of the SRP);
- Establish a basis to measure Council's adherence to its policies and strategies; and
- Assist Council to comply with sound financial management principles, in accordance with the *Local Government Act (1989)* and to plan for the long-term financial sustainability of the municipality.

Strategic Resource Plan

The diagram below details the key strategic areas covered by the SRP and the integration required between Council's financial strategies.

Strategic Resource Plan

There is a clear link between the long term vision or aspirations of Council and the day to day activities performed by Council.

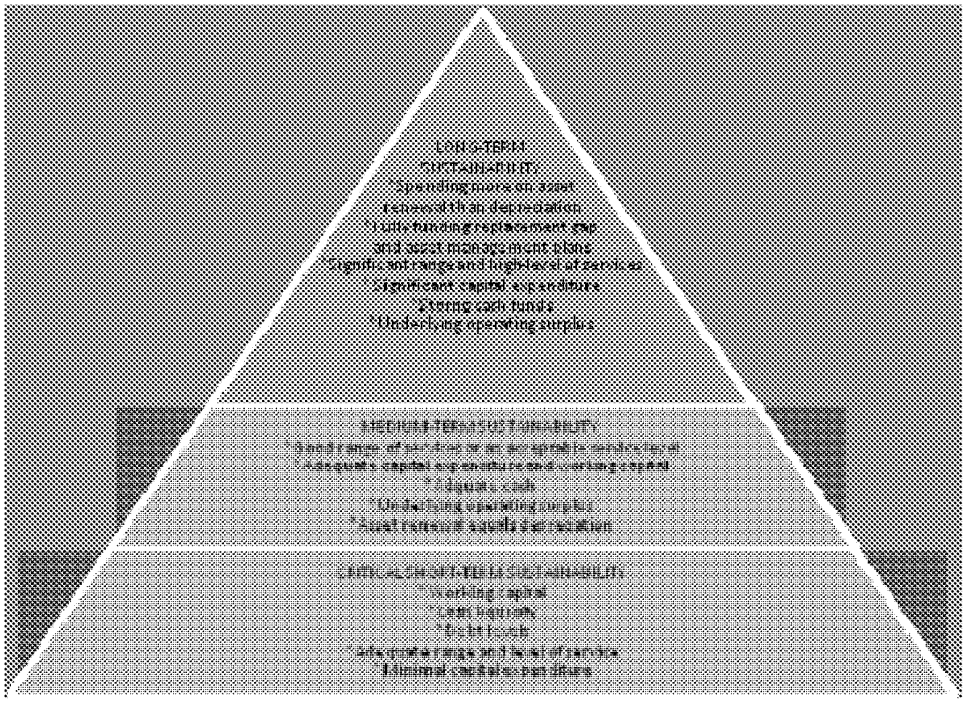
1.3 SRP OBJECTIVES

The 2012-2013 SRP is intended to achieve the following objectives in the 4-year time frame:

- Maintain the existing range and level of service provision and develop the capacity to grow and add new services;
- Maintain a strong cash position, ensuring Council remains financially sustainable in the long-term;
- Achieve underlying surpluses from operations;
- Maintain debt levels below prudential guidelines;
- Continue to pursue ongoing grant funding for strategic capital funds from the state and federal government;
- Provide for rate increases that establish a funding level for a sustainability index of 100 percent, including increasing funding for capital works (asset renewal, expansion, upgrade) and asset maintenance; and
- Ensure critical renewal is funded annually over the timeframe of the SRP.

Strategic Resource Plan

Financial sustainability is explained in the following diagram.



Council is presently in the critical range of the sustainability pyramid. It may be difficult to reach all the long-term sustainability goals however Council continues to improve its sustainability.

This improved sustainability is demonstrated by an improving cash position, significant capital expenditure and a continued closure of the infrastructure funding gap.

1.4 STRATEGIC FINANCIAL DIRECTION

Council, as part of establishing its SRP, revises its borrowing strategy, asset management, capital investment, reserves; capital works programme, the range and level of services provided and the revenue-raising strategy.

A number of strategic challenges remain ahead including renewing existing assets, continuing to provide an appropriate range and level of services to a growing community, maintaining a sound financial position and addressing the need for capital expansion.

The challenge for Council, in the short-term, is to fund the appropriate level of investment in the community's assets and simultaneously accommodate the pressures of growth, including new capital investment and expanded service provision.

The other related issues are the risks and liabilities that Council and the community face if Council does not invest in asset renewal at an adequate rate.

The SRP establishes the strategic financial direction for Council to meet the funding and investment challenges that lie ahead in the next four (4) years. The SRP is prepared in conjunction with the Council Plan and the Long Term Financial Plan to ensure the affordability of activities included in the Council Plan.

Strategic Resource Plan

A Glossary of Terms is attached in Appendix A.

Appendix B details Council's Standard Financial Statements which are an outcome of this SRP.

1.5 KEY STRATEGIC DIRECTIONS

The following table highlights the key strategies of this SRP. Each section includes detailed analysis to support the strategies. The key strategies provide direction for the preparation of the 2012-2013 Budget.

Section	Strategic Direction
Section 3: Colac Otway financial indicators	That Colac Otway Shire Council continues to benchmark with other Victorian councils and those within the large council category. That Colac Otway Shire Council applies the outcomes of this SRP to the 2012-2013 Budget. That Colac Otway Shire Council reduces its underlying operating deficit over the life of this SRP and reaches an adjusted operating surplus within 4 years.
Section 4: Long-term borrowing strategies	That Colac Otway Shire Council, based on compliance with the State Government Prudential Guidelines, borrows funds for capital investment projects that provide intergenerational equity. That Colac Otway Shire Council retains its debt servicing and redemption costs at or below 5 cents in the rate & charges revenue dollar, towards interest and principal, over the life of this SRP. That Colac Otway Shire Council commits to a maximum ten (10) year term for all new borrowings.
Section 5: National reserves	That Colac Otway Shire Council builds and maintains cash reserves to both support working capital and ensure funds are available for Council activities as scheduled. Reserves are fully backed with cash at the end of each financial year.
Section 6: Rating and other revenue strategies	That Colac Otway Shire Council retains capital improved value (CIV) as its valuation base. That Colac Otway Shire Council provides a municipal charge that is 10 percent of rates and charges to ensure an equitable contribution towards the unavoidable fixed costs of Council. That Colac Otway Shire Council: • directly charges waste collection and recycling costs and the cost of disposal of domestic waste, to those ratepayers who receive the service; and • bases future increases on real cost increases, EPA, regulatory and safety requirements. That Colac Otway Shire Council pursues operational grant funding and strategic capital funding aligned with

Strategic Resource Plan

Section	Strategic Direction
	Council Plan objectives. That Colac Otway Shire Council pursues a consistent and rigorous methodology for the creation and setting of fees and charges. That Colac Otway Shire Council undertakes detailed analysis on the level of existing fees and charges, investigates new revenue sources and report recommendations to Council.
Section 7: Asset management	That Colac Otway Shire Council, having established its critical renewal investment levels, completes detailed Asset Management Plans for all major classes of Council assets. That Colac Otway Shire Council, as part of the development of its Asset Management Plans, consults with the community to determine how service levels will be reached including a combination of improved revenue raising, review of existing service levels, asset disposal and composition of the asset portfolio. That Colac Otway Shire Council continues to prioritise the allocation of funds to the renewal of existing assets rather than constructing new assets where possible, noting that as the Shire's population expands and other demands increase, it will be necessary to provide appropriate infrastructure to promote further development.
Section 8: Capital works	That Colac Otway Shire Council maintains its capital works commitment to levels that align with the funding spread established in this SRP, and incorporate into the developing 10-year capital works programme. That Colac Otway Shire Council initially focuses capital works expenditure on maintaining a critical renewal level based on acceptable levels of service, with the next priority on upgrade and expansion, followed by provision of new.
Section 9: Service provision and planning	That Colac Otway Shire Council annually determines the range and level of service provision through the budget process incorporating an analysis of organisational and financial capability.
Section 10: Strategic Financial Plan	That Colac Otway Shire Council finalises its preferred rating option for its strategic financial model to fund the Council Plan, capital expenditure and service delivery through the annual budget process.

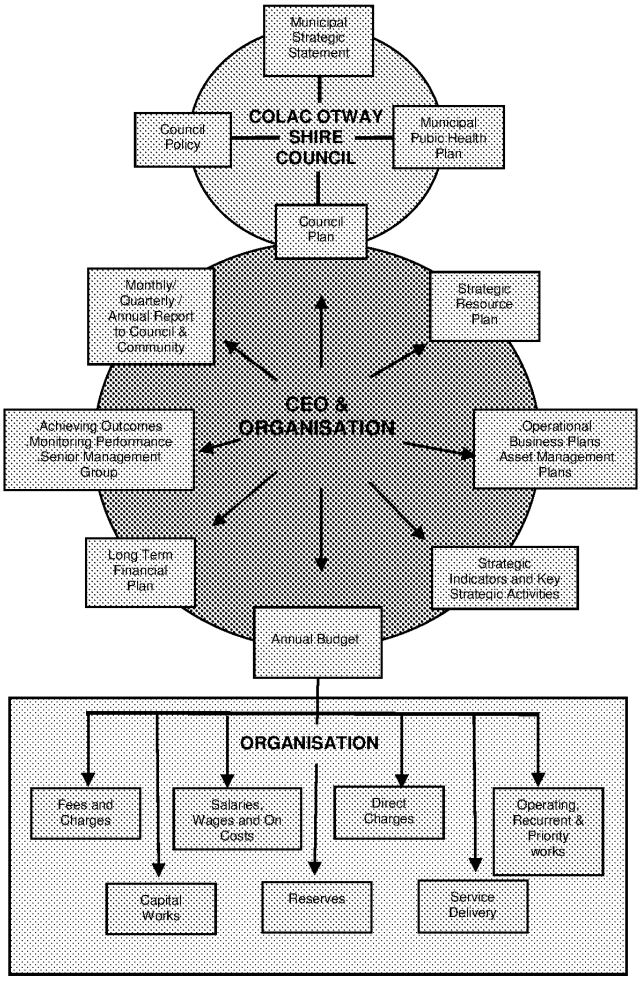
2. LINK BETWEEN STRATEGIC RESOURCE PLAN AND COUNCIL PLAN

2.1 STRATEGIC PLANNING FRAMEWORK

The diagram below shows the links between the SRP and the balance of the corporate planning framework.

As the diagram illustrates, Council sets the strategic direction to provide the Chief Executive Officer with the necessary guidance to develop and implement plans, actions and strategies to achieve these strategic outcomes.

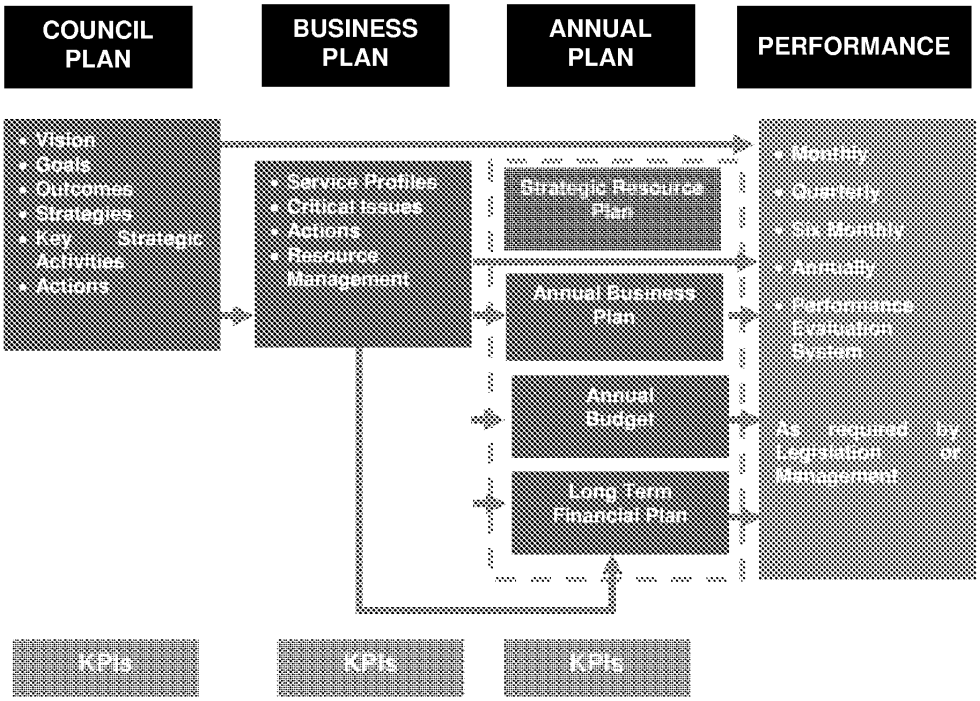
The key strategic documents include the Council Plan, Municipal Strategic Statement and Public Health Plan. These plans are prepared in accordance with Council policies.



Strategic Resource Plan

The strategic planning framework incorporates the Council Plan and Business Plans all linked together and importantly resourced by the Annual Budget.

The diagram below depicts this framework:



The planning framework provides for the Council Plan strategies to be linked to Business Plan actions that are funded and resourced through the Annual Budget.

The organisation then measures and monitors performance and reports to internal and external stakeholders as required.

Council receives formal reports on a quarterly basis detailing progress against its Council Plan and against the Annual Budget.

Strategic Resource Plan

3. COLAC OTWAY SHIRE COUNCIL FINANCIAL SUSTAINABILITY

3.1 INTRODUCTION

Developing financial strategies for councils is often a difficult process.

- Is council achieving a sufficient amount of revenue to provide services to the community?
- What should the target be in respect to resourcing expenditure on new assets (capital expenditure)?
- What is Council's targeted renewal investment and is this maintaining an acceptable level of service for the community?
- What is an acceptable rate and charge increase?
- What is an acceptable level of debt?

Some of these answers may come from Prudential Guidelines established by industry bodies such as the Department of Planning and Community Development. However, a great deal is left for each Council, as an individual entity, to determine. How does Council gather appropriate data on which to base decisions about its financial future?

The use of financial indicators that assess the comparative financial position of each council in Victoria provides a valuable source of information in establishing financial strategies.

These indicators highlight the relative financial strengths of each council and uncover the opportunities that councils may grasp for improvement. The indicators are used to identify trends in financial sustainability.

This section includes:

- Benchmarking;
- Analysis of Council's financial sustainability from the perspective of the Municipal Association of Victoria (MAV) and the Victorian Auditor General (VAGO); and
- Operating surplus exclusive of capital income and abnormal items.

3.2 BENCHMARKING

The benchmarking programme in this SRP is compiled by Strategy Plus from financial data contained in annual reports from other councils.

This benchmarking ensures data is comparable under the current regulations however may differ from Council's own benchmarking calculations.

The State Government measures councils' performance by benchmarking between councils and establishes a number of Key Performance Indicators (KPIs) for each council to use.

The KPIs have been derived from Council's Annual Reports.

Strategic Resource Plan

The number of councils in each category is shown in the table below.

Category Description	Councils within Category
Inner Melbourne	**16**
Outer Melbourne	**15**
Regional Cities	**11**
Large Shires	**15**
Small Shires	**22**
Total	**79**

These key performance indicators are detailed within the relevant chapters of the SRP, and assist Council to compare its position to other large rural councils.

3.3 ANALYSIS OF COUNCIL'S FINANCIAL SUSTAINABILITY

3.3.1 Financial Sustainability

The concepts most people use in their personal and business lives are basically the same as those that should be applied to local government; however, those concepts need some modification.

Councils are perpetual corporations that manage intergenerational community services and assets. Councils provide the legal framework by which communities own infrastructure and assets collectively.

The Australian Local Government Association's (ALGA's) definition of financial sustainability is worth noting:

> *"A Council's long-term financial performance and position is sustainable where planned long term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services."*

It is against this definition then that the sustainability of Colac Otway Shire Council can be assessed. Interestingly the MAV assessment indicates Council is at *"low risk"* whilst the Victorian Auditor General's Office indicates *"there are no financial viability concerns identified for Colac Otway Shire Council"*.

Underlying Operating Surplus/Deficit

The underlying operating result is the operational result (balanced, surplus or deficit) less the removal of gifted assets, developer contributions, asset revaluations, and write offs and impacts of asset sales.

Capital income is further deducted on the grounds it represents an "*unmatched*" income (expenditure is not included) and it is a non-recurring income source. The aim is to reach an underlying operating position and then to assess whether this has added to or has eroded the net asset base of Council.

Council's underlying operating deficit for 2010-2011 was $2.07 million which this SRP is addressing to restore to a surplus over the next four years.

Liquidity

The MAV assessment asserts a working capital ratio of 150 percent is generally considered desirable. The analysis considers that Councils with working capital above 150 per cent may have the capacity to reduce long-term debt.

This needs to be tempered with whether Council has an appetite for the use of debt funding for investment decisions. Put simply, if Council utilises debt then lower levels of liquidity are acceptable, however if Council has a low appetite for debt then higher liquidity levels are required to fund Council's investment decisions.

There is therefore a need to analyse on a regular basis future cash needs of Council's investment decisions, so ensuring funds are available to back reserves, grants received in advance and carry forward projects.

Rate effort

The ability to increase rate revenue is a significant factor in determining whether Council is potentially at risk. Council's rating effort has been satisfactory though when benchmarked was below the average effort of the large Council group.

Cost and efficiency

Council performs well here and is statistically a "low cost" council. Council's employee cost as a percentage of adjusted expenditure was 38.8%, compared with the average result for large rural shires of 36.4%.

Population growth and demographic change

Population and demographic changes have a direct impact on Council costs. For example, population declines can result in higher unit costs of service delivery because of the fixed nature of some costs. Rapid population growth can place significant financial pressure on councils to put new or expanded services in place.

Colac Otway Shire's average annual population change places no significant financial pressure to put new or expanded services in place.

However, changing demographics places significant pressure on services due to differing demographics requiring different services. For example, aging populations require different services (home care and retirement villages) to that of the younger generations (schools and sporting facilities).

Colac Otway Shire's demographics do place considerable pressures on the need to put new or expanded services in place.

3.3.2 Victoria Auditor General

The Victoria Auditor General's Office (VAGO) in late 2007 prepared a report on Local Government which outlined for the first time a detailed analysis on the financial sustainability of Councils and Regional Library corporations.

In the table below the indicators are collected to assess financial sustainability. This information has been collected since 2007-2008.

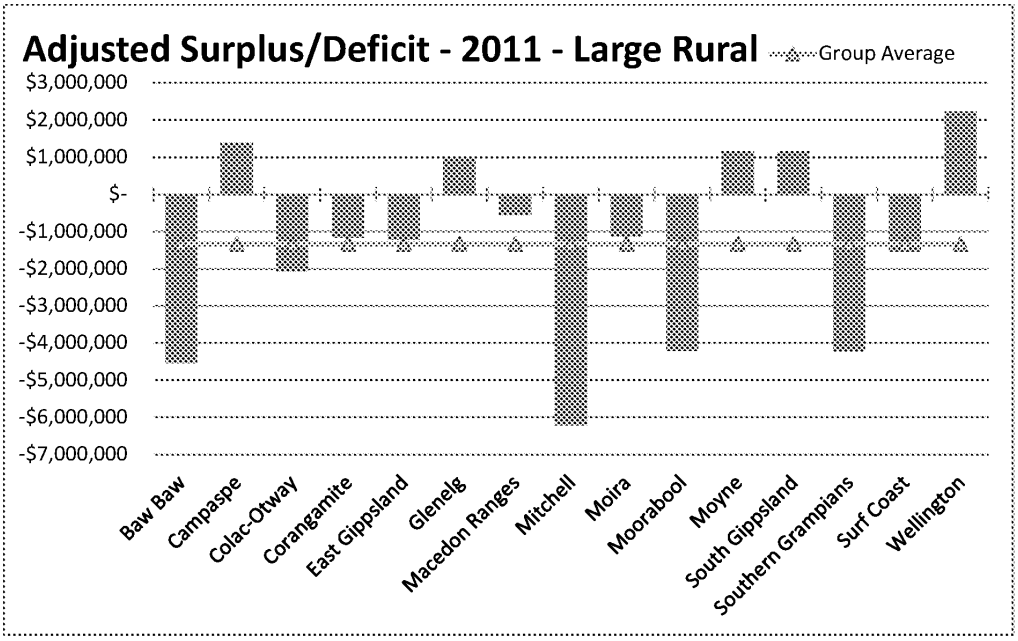
Strategic Resource Plan

The VAGO's indicators of Council viability are listed below with 2010/11 results.

Indicator	Calculation	Explanation	Results 2010/11
Underlying result	Adjusted net surplus/total underlying revenue	Adjusted net surplus is calculated by removing non-cash developer contributions and one-off items from statement of income and expenditure.	1.85%
Liquidity	Current Assets/Current Liabilities	Measure of ability to pay existing liabilities within 12 months.	2.41
Indebtedness	Non-current liabilities/own sourced revenue	Compares non-current liabilities (including loans) to own source revenue. Own-sourced revenue is used because it does not include capital grants.	33.8%
Self-financing	Net Operating cash flow/underlying revenue.	This is a measure of local government's ability to fund the replacement of assets from cash generated by their operations: the higher the percentages, the more able to do so.	30.3%
Investment Gap (Capital Replacement)	Capital Spend/ Depreciation	This is a measure of whether local governments are spending on infrastructure at a greater rate than the infrastructure is depreciating.	1.30
Renewal Gap (VAGO)		Compares the rate of spending on existing infrastructure, property, plant and equipment through renewing, restoring and replacing existing assets with depreciation.	1.09

3.4 OPERATING SURPLUS EXCLUSIVE OF CAPITAL INCOME AND ABNORMAL ITEMS

One of Colac Otway Shires long-term financial goals is to achieve an operational surplus without the inclusion of any capital income (against which there is no matching expenditure in the operating statement) and abnormal items such as granted assets.



Strategic Resource Plan

Council's position of $2.07 million deficit, while greater than the average for the Large Shire category at $1.33 million, should be returned to surplus to ensure sufficient long term funding for the replacement of capital infrastructure and to maintain existing service delivery.

Strategic Direction

1. ***That Colac Otway Shire Council continues to benchmark with other Victorian councils and those within the large council category.***
2. ***That Colac Otway Shire Council applies the outcomes of this SRP to the 2012-2013 Budget.***
3. ***That Colac Otway Shire Council reduces its underlying operating deficit over the life of this SRP and reaches an adjusted operating surplus within 4 years.***

Strategic Resource Plan

4. LONG-TERM BORROWING STRATEGIES

4.1 INTRODUCTION

This section includes:

- Background to Colac Otway Shire Council's current debt portfolio;
- Measuring what level of debt is appropriate;
- Loan borrowings policy;
- Financial indicators;
- Prudent debt level;
- Future loan programme.

4.2 BACKGROUND TO CURRENT DEBT PORTFOLIO

The table below highlights Council's interest-bearing liabilities, i.e. the movements that have occurred over the past two financial years, the 2012 forecast and the 2012-2013 and 2013-2014 likely budget projections.

Debt Type	Position at 30 June 2010 $'000s	Position at 30 June 2011 $'000s	Budget at 30 June 2012 $'000s	Projection at 30 June 2013 $'000s	Projection at 30 June 2014 $'000s
Loan borrowings	4,157	4,846	4,189	5,256	4,789

Loan borrowings for 2012-2013 of $1.5 million are reflected in the above table.

4.3 MEASURING WHICH LEVEL OF DEBT IS APPROPRIATE

Deciding an appropriate debt level is a difficult task. Each council is different and the level of debt that is appropriate for Colac Otway Shire Council may not be acceptable for another council.

The following factors are seen as important issues for consideration by Colac Otway Shire Council:

- level of debt servicing as a proportion of rate revenue;
- ability to raise revenue in addition to rates;
- level of realisable assets to support the indebtedness;
- achieving the right mix of capital works and debt commitments;
- growth rate of municipality;
- community needs; and
- demographics

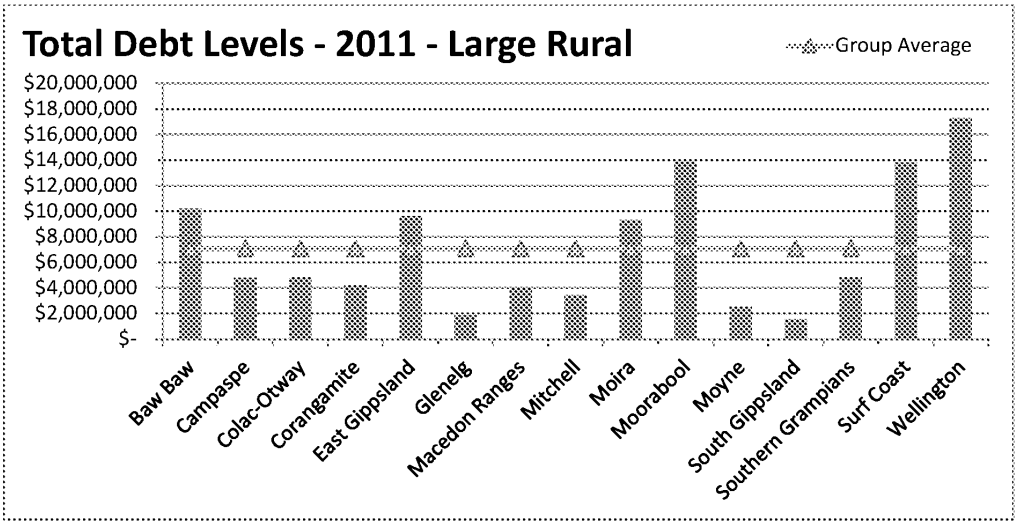
Colac Otway Shire Council has had minimal borrowings in the past. This has a direct consequence of reducing the amount of funding available to complete capital works in future years. Council is now in a position to determine the appropriate level of debt that will allow for a strong annual capital works programme into the future.

Council is responsible and accountable for indebtedness and the cost of debt servicing needs to be controlled to manageable levels. The table below highlights the relative debt levels of councils within the large shire grouping at 30 June 2011. Colac Otway Shire Council's relative debt level is also shown.

By comparing a number of different debt ratios within the large rural council grouping, Colac Otway Shire Council can begin to consider what level of debt is appropriate.

Strategic Resource Plan

Council	Debt Servicing / Adj. Total Revenue	Debt Commitment / Rates	Total Liabilities / Realisable Assets	Debt Commitment / Own Source Revenue	Total Debt / Own Source Revenue	Total Debt / Rate Revenue
Baw Baw	1.48%	8.70%	13.83%	7.19%	26.73%	32.35%
Campaspe	0.54%	2.18%	8.52%	1.32%	10.54%	17.34%
Colac Otway	0.89%	3.52%	13.86%	2.90%	19.55%	23.67%
Corangamite	0.52%	5.35%	20.64%	3.90%	20.23%	27.77%
East Gippsland	1.03%	4.21%	11.63%	3.37%	21.29%	26.59%
Glenelg	0.55%	3.64%	13.07%	2.92%	7.47%	9.32%
Macedon Ranges	0.57%	4.91%	12.07%	3.85%	10.28%	13.12%
Mitchell	0.56%	5.36%	17.99%	4.02%	11.68%	15.59%
Moira	1.94%	9.83%	15.24%	8.39%	33.81%	39.61%
Moorabool	2.01%	8.87%	22.18%	7.88%	58.64%	66.01%
Moyne	0.14%	1.62%	10.83%	0.86%	9.38%	17.74%
South Gippsland	0.34%	4.34%	8.79%	3.75%	4.90%	5.68%
Southern Grampians	0.89%	5.16%	11.93%	3.54%	24.00%	34.97%
Surf Coast	1.53%	4.75%	17.89%	4.05%	35.52%	41.65%
Wellington	1.40%	6.62%	13.54%	5.60%	38.10%	45.02%
Average	0.96%	5.27%	14.13%	4.24%	22.14%	27.76%
Median	0.89%	4.91%	13.54%	3.85%	20.23%	26.59%



The table also details the financial ratios with respect to debt management with the large rural councils and highlights the following points.

Strategic Resource Plan

Colac Otway Shire Council' s debt position as compared to the councils in their group can be described as follows:

- Colac Otway Shire's debt level is below the group average.
- Colac Otway Shire's Council's financial ratios are well within State government prudential guidelines.
- The debt commitment ratio of 3.52 percent in 2010/11 meant ratepayers funded principal redemption and interest at 3.52 cents in every dollar of rates paid.

Council's debt is relatively low providing the opportunity to review its policy going forward and begin to use debt as a means of financing new capital where the life of the asset exceeds a generation.

This ensures new residents pay their share for the new facilities provided by Council.

Borrowings should be used only for the purchase of or the construction of assets that provide a return to the community. Whether that return be a purely financial return or provides some intrinsic or non-financial return, but there needs to be some form of return to the community in order to justify the investment.

4.4 BORROWING ASSESSMENT POLICY

Council has assessed its capacity to borrow against the Victorian State Government's Prudential Guidelines.

The administration of the Local Government sector's borrowing involves:

- The collation of the sector's borrowing requirements through an annual survey;
- The assessment of individual council's borrowings; and
- Recommendation to the Department of Treasury and Finance (DTF) of the aggregate net new borrowing requirement of the sector.

All borrowings by individual councils are assessed under a borrowings assessment policy adopted by the Local Government Division.

The policy identifies five key areas of financial management with certain thresholds that are required to be met.

Area	Financial Indicator	Threshold (Prudential Guidelines)	Position 2008/09	Position 2009/10	Position 2010/11
Liquidity	Current Assets to Current Liabilities	**1:1.1**	2.27	2.18	2.41
Debt Exposure	Total Indebtedness to Total Realisable Assets	**50%**	11.38%	13.99%	12.34%
Debt Management	Total Debt as a % of Rate Revenue	**80%**	13.99%	22.40%	23.67%
Debt Servicing	Debt Servicing Costs as a % of Total Revenue	**5%**	0.49%	0.36%	0.54%
Debt Commitment	Debt Servicing and Redemption as a % of Rate Revenue	**10%**	3.99%	2.40%	3.52%

Colac Otway Council is well within the State Government Prudential Guidelines as at 30 June 2011 and is forecast to be within these as at 30 June 2012.

4.5 WHAT DO THE FINANCIAL INDICATORS MEAN?

Detailed below is Council's performance on a number of the financial indicators which are necessary for borrowing approval by State Government.

4.5.1 Liquidity – threshold 1.5:1

Current Assets to Current Liabilities

This indicator reflects the short-term liquidity position; that is, Council's ability to repay current commitments from cash or near cash assets. Councils with a ratio of 1.1:1 and below, or with a deteriorating trend, may be financially at risk of not being able to meet creditors' commitments. Council's working capital ratio over the life of the SRP is illustrated in the table below.

2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
2.41	1.46	1.34	1.19	1.58	1.82

4.5.2 Debt Management – Threshold 80 percent

Total Debt as a percentage of Rate Revenue

The *Local Government Act (1989)* requires that all loans are secured against the revenue stream from rates. A council with total debt in excess of the revenue from rates would be unable to meet all debt commitments from rate revenue should they be required to be repaid at the one time. A threshold of 80 percent has been set. Council's ratio over the life of the SRP is illustrated in the table below.

2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
23.67%	18.96%	21.85%	22.59%	19.41%	16.56%

4.5.3 Debt Servicing – Threshold 5 percent

Debt Servicing Costs as a percentage of Total Revenue

This indicator reflects the proportion of total revenue that is used to service debt (interest on outstanding debt and any loan administration charges) and which cannot be used directly for service delivery. A threshold of **5 percent** has been set. Council's ratio over the life of the SRP is illustrated in the table below.

2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
0.54%	0.87%	0.76%	0.86%	0.74%	0.63%

To encourage longer term planning by councils, the framework also includes an assessment of reasons for the new borrowings. This rationale is explained in Council's policy, which is to fund long-term intergenerational assets from loan funds to ensure intergenerational equity.

4.6 WHAT IS A PRUDENT DEBT LEVEL?

An additional ratio, debt commitment, details how much of Council's rate dollar is being spent to repay debt and interest as an overall percentage of Council's rate revenue

Council's new policy is to retain debt commitment costs below 5 cents in the dollar. That is, for every dollar of rate revenue received, the cost to service debt (principal and interest) should not exceed 5 cents.

There are limits on borrowings due to the costs of interest payments. If Council were to borrow too heavily it would result in an inability to invest in capital works due to funds being consumed in debt repayment. Therefore achieving a balance is important.

Along with the State Government Prudential Guidelines Council proposes to limit its debt servicing and redemption costs to 5 cents in every rate dollar. This will mean at any time Council will:

- Be within State Government prudential guidelines; and
- Not exceed 5 cents in the dollar for the cost of debt servicing and redemption (interest and principle).

In 2010/11, 3.52 cents in the rate dollar received was to service debt – both principal and interest payments.

4.7 FUTURE LOAN PROGRAMME

The use of loans to fund capital expenditure is an effective mechanism of linking the payment for the asset to successive generations who receive benefits over the life of that asset. This matching concept is frequently referred to as "intergenerational equity".

The intergenerational equity theory is based on the premise that successive generations and new residents should contribute to infrastructure or facilities that they will enjoy and benefit from. Generally these include major facilities (preschools, halls, arts centres) where the benefit of the investment will extend beyond the current ratepayers.

Council will review its need for loan funds annually when consideration of the capital investment programme is undertaken.

An indicative level of borrowing will be applied to the 2012-2013 SRP following the development of a 10-year capital works programme.

Council, following the adoption of a **10-year** capital works programme will review the level of the borrowings within the policy limit.

Strategic Direction

1. ***That Colac Otway Shire Council, based on compliance with the State Government Prudential Guidelines, borrows funds for capital investment projects that provide intergenerational equity.***
2. ***That Colac Otway Shire Council retains its debt servicing and redemption costs at or below 5 cents in the rate revenue dollar, towards interest and principal, over the life of this SRP.***
3. ***That Colac Otway Shire Council commits to a maximum ten (10) year term for all new borrowings.***

Strategic Resource Plan

5. STATUTORY AND OTHER RESERVES

5.1 INTRODUCTION

Victorian councils have traditionally operated with reserve funds that are allocated for specific purposes. These funds do not necessarily have bank accounts of their own but are a component of the cash held by Council.

The use of reserves provides Council with alternative funding options to consider alongside rates, grants user fees and borrowings.

5.2 NATURE AND PURPOSE OF RESERVES

The purpose of reserves is to provide cash to fund the activities of Council. The simplest explanation is to think of cash reserves as a savings account building up over the years to acquire an asset. Cash reserves used in this way have the effect of minimising the rate increases that Council would otherwise seek from the community to fund community infrastructure and Council activities. Cash reserves also have the effect of providing working capital to support Council activities throughout the year. Given that Council receives its income generally in several instalments the working capital allows Council to continue to "pay its bills". An additional benefit is the interest income received on the cash held. This income also reduces the pressure on rate increases.

Council's cash reserves are built up over many years (hence the smoothing effect on rate increases) and they are consumed as activities are undertaken and built up as new activities have funds put aside for. Examples of this are landfill rehabilitations. Council is required to undertake landfill rehabilitation works. These rehabilitations are likely to cost several million dollars. By placing funds into reserve for this purpose over ten years, the burden on ratepayers is spread over ten years rather than in the year the works are undertaken. Reserves only exist whilst there is cash to support them. For example, a landfill rehabilitation cash reserve is not a reserve unless cash supports it. A reserve not backed by cash is in actuality a provision or liability.

Colac Otway Shire Council breaks the cash reserves into the following five (5) categories:

1. Trusts and deposits
2. Statutory reserves
3. Restricted reserves
4. Identified reserves
5. Discretionary reserves

Trusts and deposits

These reserves include funds held in deposits for specific purposes or as deposits and bonds held in trust.

Statutory reserves

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

These reserves are for activities such as for Car Parking and Recreational Reserves, where the funds must be applied for specified statutory purposes in accordance with various legislation and contractual requirements, and major reserves such as those funds separately

Strategic Resource Plan

identified to meet Council's obligations as set out in the Local Government (Long Service Leave) Regulations 2002.

Restricted reserves

These funds or reserves are those reserves set up for a specific purpose, where cash is being placed aside for a specific purpose where council has a future obligation or liability. Such reserves may be a landfill rehabilitation reserve where a liability is recognised in financial statements or a reserve set up where an agreement is in place.

These funds are available only for those purposes previously agreed to by Council in the setting up of these reserves unless there is a council resolution changing the future application of these funds.

Identified reserves

These funds or reserves are set up for an identified purpose. Such a reserve will have been established for a specific purpose that may not be a recognised future obligation or liability. Such reserves may include purposes such as placing funds aside for unfunded superannuation calls that Council is aware of, or a kerbside bin replacement reserve where funds are being placed aside to replace the kerbside bins at a particular point in the future. These funds are available for those purposes previously agreed to by Council in the setting up of these reserves, however Council may agree to change the future application of these funds.

Discretionary reserves

These funds or reserves are set up for a purpose that may not be defined to a specific project, purpose or activity. For example, a waste management reserve that is set up to address waste management issues but not a specific waste management issue. The funds are available for those purposes previously agreed to by Council in the setting up of these reserves; however Council may agree to change the future application of these funds.

Trusts and deposits	Actual 30 June 2011 $'000s	Forecast 30 June 2012 $'000s
Trusts and deposits	287	255
	287	**255**

Statutory reserves	Actual 30 June 2011 $'000s	Forecast 30 June 2012 $'000s
Long Service Leave	1,675	1,571
Car Parking	138	138
Recreational Lands	564	584
	2,376	**2,293**

Restricted reserves	Actual 30 June 2011 $'000s	Forecast 30 June 2012 $'000s
Port of Apollo Bay	1,151	1,481
Landfill Rehabilitation (Alvie)	467	524
Plant Replacement	1,261	1,270

Strategic Resource Plan

Restricted reserves	Actual 30 June 2011 $'000s	Forecast 30 June 2012 $'000s
Rehabilitation	160	160
Tirrengower Drainage Scheme	36	59
	3,075	**3,494**

Identified reserves	Actual 30 June 2011 $'000s	Forecast 30 June 2012 $'000s
Unfunded Superannuation	100	100
Colac Livestock Selling Centre	344	488
Kerbside Bin Replacement	205	282
	649	**870**

Discretionary reserves	Actual 30 June 2011 $'000s	Forecast 30 June 2012 $'000s
Resource Development	384	0
	384	**0**

Reserves Summary	Actual 30 June 2011 $'000s	Forecast 30 June 2012 $'000s
Trusts and Deposits	287	255
Statutory Reserves	2,376	2,293
Restricted Reserves	3,075	3,494
Identified Reserves	649	870
Discretionary Reserves	384	0
	6,771	**6,657**

Strategic Direction

1. ***That Colac Otway Shire Council builds and maintains cash reserves to both support working capital and ensure funds are available for Council activities as scheduled.***
2. ***Reserves are fully backed with cash at the end of each financial year.***

Strategic Resource Plan

6. RATING AND OTHER REVENUE STRATEGIES

6.1 INTRODUCTION

This section includes:

- Valuations
- Background to present rating system;
- Components of Council's rating base;
- Rates and charges Budget 2011/12;
- Rating strategy;
- Waste services;
- Grant revenue;
- Victoria Grants Commission; and
- Fees and charges revenue.

6.2 VALUATIONS

6.2.1 General valuation

Valuations are conducted under the provisions of the *Valuation of Land Act (1960)* with each separate occupancy on rateable land calculated at its net annual value (NAV), capital improved value (CIV), and site value (SV).

Valuations are carried out using Valuation Best Practice Principles as set down by the State Government Valuer General. In Colac Otway Shire, data on every property is recorded and used by independent valuers with sales, rentals and other information to determine the valuations.

A general valuation (revaluation) establishes the value of a property relative to all other properties, that is, its market relativity. Valuations form the basis of Council's rating system; therefore, their accuracy is of paramount importance.

General valuations are required every two years. This ensures a common date is used for all valuations. The 2010 revaluation was undertaken based on property values as at 1 January 2010.

The revaluation does not in itself raise the total rate income for Council, as the rates are distributed based on the property value of all properties across the Shire. As a result of the revaluation, some property owners may pay more in rates and others less, depending on the new valuation of their property, relative to others.

6.2.2 Definitions of valuations

Colac Otway Shire Council uses the capital improved method of valuation (CIV), which is the market value of a property including land, buildings and improvements. CIV has the following long-term advantages relative to other valuation bases:

- flexibility to apply an unlimited range of strategic differentials;
- does not prejudice the industrial, commercial and retail sectors in terms of the rate burden; and
- is easier for people to understand.

The other valuation bases the valuer is required to return are:

- Site value (SV) which is the market value of land excluding improvements (used by the State Revenue Office to determine land tax); and
- Net annual value (NAV) which represents the reasonable annual rental of a property, minus specified outgoings. In most cases this is five percent of the CIV.

6.2.3 Supplementary valuations

Supplementary valuations are made during the financial year when a significant change to the valuation occurs.

The most common causes for supplementary valuations are:

- construction of a new dwelling or building;
- subdivision of a property; or
- consolidation of properties.

Council presently undertakes this task on a monthly basis.

As a result of a supplementary valuation, a rate notice is issued to reflect any change in rates.

6.3 RATING STRATEGY

6.3.1 Principles and Options

Colac Otway Shire Council's rating strategy establishes a framework by which rates and charges will be shared by the community. In developing a long-term financial plan, rates and charges are an important source of revenue.

The rating system determines how Council will raise money from properties within the municipality. It does not influence the total amount of money to be raised, only the share of revenue contributed by each property.

Council and the community invariably confront trade-offs and the principles are designed to improve the quality of decision making in this environment. The principles set out below were synthesized from a number of sources including the work published by a number of authors quoted in the Productivity Commission report, *Assessing Local Government Revenue Raising Capacity.*

Use was also made of long-established principles in the public finance and economics literature, as well as some of the principles outlined in recent Financial Sustainability reports around the nation.

The proposed principles listed below are further explained in Appendix B:

- Sustainable financial management;
- Evaluating and setting priorities;
- Core functions;
- Identifying cost of service delivery;
- Prudent borrowings for infrastructure;
- Rate setting and pricing for services;
- Openness and transparency, and
- Providing services on behalf of other tiers of government.

The wider and more rigorous application of the principles offers Council a way to determine more effectively which services local communities really want or value and how much they are prepared to pay for them.

Council can then exercise its legitimate governance role and determine not only who wants what service and who benefits but what is socially equitable, that is, who pays how much.

6.4 BACKGROUND TO THE PRESENT RATING SYSTEM

Prior to dealing with the rating strategy, it is important to have a broad knowledge of the present rating structure.

The SRP uses the rating strategy current at the time of preparation and is assumed to apply consistently across the life of the SRP.

Council has six different categories across which five differential rates apply.

Rating Category	Rates Differential
Residential – Colac	100%
Residential – Balance of shire	85%
Rural farm	79%
Holiday Rental	100%
Commercial/Industrial – Colac	165%
Commercial/Industrial – Balance of shire	140%

6.5 COMPONENTS OF COUNCIL'S RATING BASE

6.5.1 Introduction

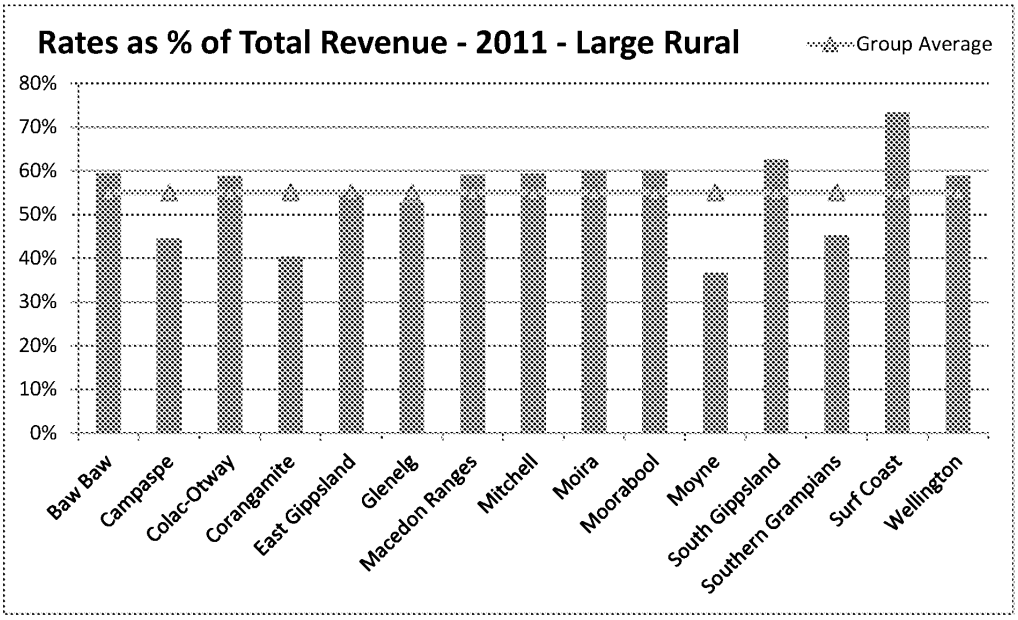
Colac Otway Shire Council levies differential rates, annual service charges and a municipal charge, to raise its annual rates and charges revenue. The legislative basis of the following and details of how they apply to Colac Otway Shire are available upon request:

- Differential Rates – Legislation;
- Municipal Charges;
- Special Rates and Charges;
- Service Rates and Charges; and
- Rebates and Concessions

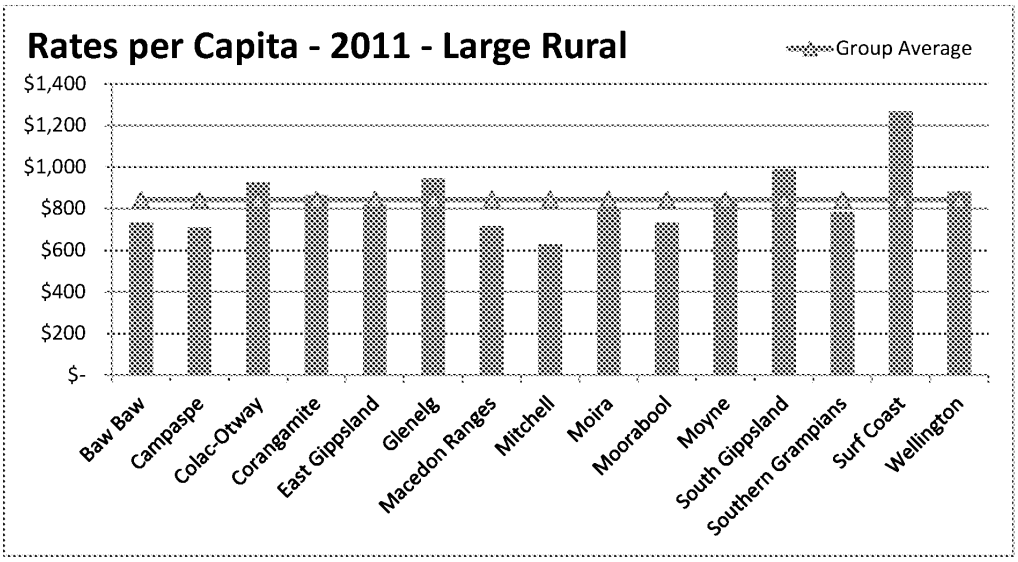
6.6 ASSESSMENT OF CURRENT RATING LEVELS

Comparing the relativity of rating levels between councils can be a difficult exercise due to debate over the most appropriate methods to use and the inability to take into account the intricacies of rating structures in different councils. Also, cash holdings of municipalities vary and councils have significantly different infrastructure needs and geographic sizes. For example, Surf Coast Shire is 1,560 square kilometres, compared to Colac Otway Shire at 3,433 square kilometres and Wellington Shire at 10,200 square kilometres.

Strategic Resource Plan



Each municipality also has significantly different levels of capital works, funding structures for capital works and varying debt levels. On rates per assessment basis in the 2010/11 financial year, Colac Otway Shire Council was about average for the large shire group and state average.



6.7 RATES AND CHARGES BUDGET – 2012-2013

6.7.1 Introduction

This section details issues regarding rating parameters.

6.7.2 6.6.2 Revenue – rate and municipal charge changes

A key decision of Council during the life of the SRP is to determine the level of rate increase that will address funding levels for capital works, service provision for the municipality and improve Council's long-term financial sustainability.

The base assumption of the SRP is centred on the first year of the SRP, which then provides a basis for future years.

The SRP includes indicative changes to the rates and municipal charges that are required to meet the continued delivery of capital works, service provision for the municipality and to improve Council's long-term financial sustainability as determined by Council.

The basis of the municipal charge is now a percentage of the total rates and charges rather than a set value. This treats the municipal charge in the same manner as a rating differential and additionally is on the same basis as the maximum permissible municipal charge as stipulated in the Local Government Act.

Council's required additional rate and municipal charge revenue from 2012-2013 is $1.491 million based on a 6.33 percent increase over the 2011-2012 rate revenue.

6.8 WASTE SERVICE CHARGES

6.8.1 Introduction

Council is empowered under Section 162(1) (b) of the *Local Government Act (1989)* to levy a service charge for the collection and disposal of refuse.

Colac Otway Shire Council has typically used this option through the raising of garbage and recycling charges on the annual rate assessment.

The purpose of this charge is to meet the costs of delivering a general waste collection service and includes: putrescibles, green waste and recycling activities throughout the Council collection area.

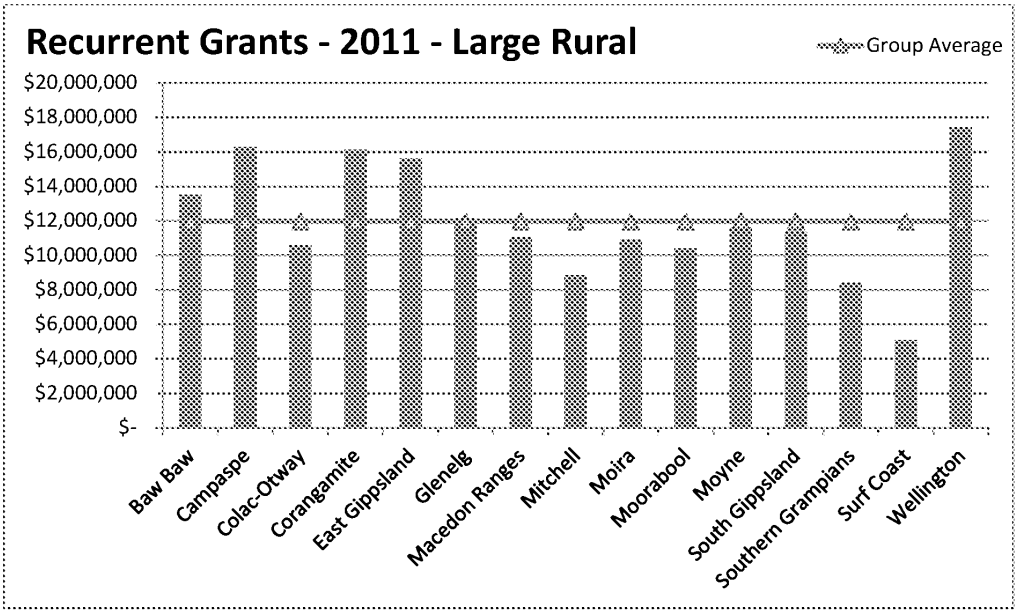
Colac Otway Shire's charge will be $277 (weekly collection) and $186 (fortnightly collection) per rateable property within the collection area and is on a cost recovery basis, i.e. all revenue collected for this charge is allocated to be spent on waste collection activities.

	2011/12	2012/13	2013/14	2014/15	2015/16
Waste collection charge	$2.537 million	$2.634 million	$2.766 million	$2.904 million	$3.020 million
Weekly collection per property	274	277	288	299	311
Fortnightly collection per property	186	186	193	201	209

Strategic Resource Plan

6.9 GRANT REVENUE

As at 30 June 2011 Colac Otway Shire Council was below average in terms of receiving recurrent government grant revenue, compared to its like council grouping as outlined in the graph below.



As a benchmark Colac Otway Shire Council receives 30.4% of its revenue (as a percentage of total revenue) from operating grants compared to the average of Large Shire's at 27.0%.

Colac Otway Shire Council must continue its strong focus on securing grant revenue, particularly for capital works. With a longer-term capital works program in place Council should be able to target and focus on grants that align with its overall strategic direction. Grants, subsidies and contributions (capital and operating) at 30 June 2011 totalled $15,652 million.

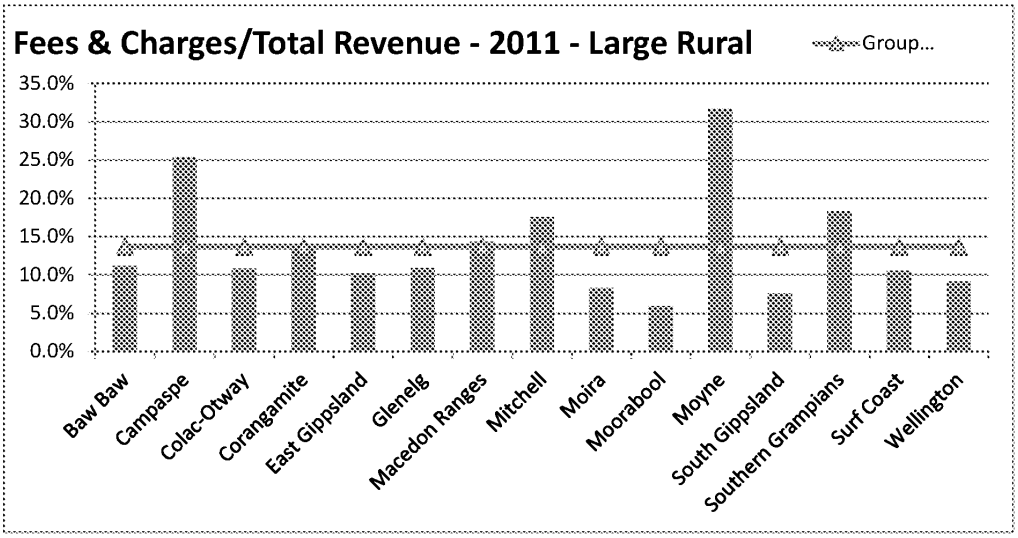
6.10 VICTORIA GRANTS COMMISSION

Council receives approximately 15.1 percent of its revenue from the Victoria Grants Commission. This revenue is projected at $6.1 million in 2012-2013 and budgeted at $5.9 million in 2011/12.

6.11 FEES AND CHARGES REVENUE

Colac Otway Shire Council's fees and charges revenue as a percentage of its total revenue is below the average for large councils and is outlined in the graph below.

Strategic Resource Plan



Council seeks to ensure that fees and charges are determined in a methodological manner and applying consistent principles to the development of fees and charges.

Strategic Direction

1. ***That Colac Otway Shire Council retains capital improved value (CIV) as its valuation base.***
2. ***That Colac Otway Shire Council provides a municipal charge that is 10 percent of rates and charges to ensure an equitable contribution towards the unavoidable fixed costs of Council.***
3. ***That Colac Otway Shire Council:***
   - ***directly charges waste collection and recycling costs and the cost of disposal of domestic waste, to those ratepayers who receive the service; and***
   - ***bases future increases on real cost increases, EPA, regulatory and safety requirements.***
4. ***That Colac Otway Shire Council pursues operational grant funding and strategic capital funding aligned with Council Plan objectives.***
5. ***That Colac Otway Shire Council pursues a consistent and rigorous*** **methodology for the creation and setting of fees and charges.**
6. **That Colac Otway Shire Council undertakes detailed analysis on the level of existing fees and charges, investigates new revenue sources and report recommendations to Council.**

Strategic Resource Plan

7. ASSET MANAGEMENT

7.1 INTRODUCTION

Linking asset management to Council's strategic financial direction is fundamental to achieving the goal of long-term financial sustainability.

This section includes:

- Background to Council's total asset portfolio at 30 June 2010;
- Summary of fixed assets;
- Key questions to determine service level/investment;
- Sustainability index;
- Condition assessments;
- Strategic asset management; and
- Future asset management

7.2 BACKGROUND TO COUNCIL'S TOTAL ASSET PORTFOLIO AT 30 JUNE 2010

Accounting for an asset requires the recognition of all costs associated with asset ownership including creation/acquisition, operations, maintenance, rehabilitation, renewal, depreciation and disposal. This "life cycle" approach needs to be recorded at an individual asset level so all the costs of owning and operating assets are known and understood.

For accounting purposes, assets are grouped into current and non-current assets. Current assets are cash or those assets that are considered to be readily convertible to cash. This asset grouping includes cash at bank, investment funds stock on hand, debtors and land held for resale.

Non-current assets consist of Council's debtor accounts not expected to be collected in the coming 12 months and Council's fixed assets. Fixed assets consist of land, buildings, plants, furniture, roads, drains, playgrounds and other similar infrastructure assets. The projected total value of fixed assets at 30 June 2012 is $227.85 million. The balance of this section will focus on the fixed assets and the management strategies that Council is pursuing.

7.3 SUMMARY OF FIXED ASSETS

Councils all over Australia are facing the problem of ageing assets in need of renewal. Many of these assets were not initially funded by councils, but came by State and Federal government grants, developer contributions, or from a shift of responsibilities for State owned assets to Local Government. In December 1998, the then Department of Infrastructure (DOI) undertook a Victorian Local Government *Infrastructure Study – Facing the Renewal Challenge.*

Council has subsequently increased its investment in renewal and maintenance to the present level.

Strategic Resource Plan

As at 30 June 2011, Council's fixed assets are detailed below:

Fixed Assets	Position WDV 30 June 2011 $ 000s
Land	32,898
Land Under Roads	194
Land Improvements	2,854
Buildings	47,435
Plant, Furniture & equipment	5,196
Roads	108,579
Bridges	11,011
Footpaths & Cycleways	5,656
Drainage	13,086
Kerb & channelling	12,110
Other - WIP	448
Total Written-down Value	**239,762**

Colac Otway Shire Council's depreciation on these assets for 2010-2011 is $7.783 million, and the budget for 2011-2012 is $8.809 million.

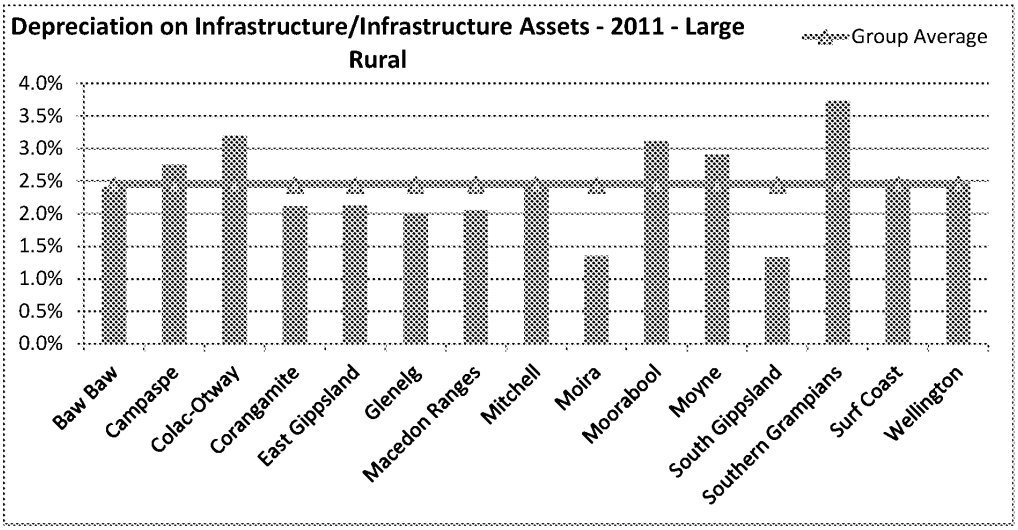
Depreciation is concerned with the rate at which Council and the community consume Council's assets. For example, each year a charge is recognised for how much of the value of a road has been used or consumed. Depreciation charges, useful lives and the rate at which the economic benefits are consumed are reassessed following condition assessments and when general valuations are undertaken.

Council has reviewed its depreciation rates as an outcome of the detailed condition assessments that have been undertaken.

All changes to depreciation charges are reviewed by Council's external auditor (Coffey Hunt) and reported to Council's *Audit Committee* prior to being adopted by Council as part of the annual financial statements.

Council's depreciation charges as a percentage of its total assets are benchmarked and depicted in the following graph:

Strategic Resource Plan



7.4 KEY QUESTIONS TO DETERMINE SERVICE LEVEL/INVESTMENT

The key questions with respect to infrastructure investment are detailed below:

1. How much does it cost ratepayers to retain the current infrastructure portfolio, that is, what is the long-term average cost of renewal plus maintenance?
2. How much will need to be spent in the short term (next 10 years) relative to the renewal expenditure invested in the recent past?
3. How much more management effort (financial and operational) will be required of Council as its assets age?
4. What assets are at the "at risk" phase (intervention level) of their life cycle and will ultimately result in their being unserviceable and unsafe?
5. What outcomes would the community and Council like to achieve with respect to asset upgrades? For example, would Council like to see an extension to the sealed road network, or playground network?
6. Are the Council assets providing the level of service expected by the community?
7. What assets should the community "manage for decline" – public halls, buildings, bridges, roads?

7.5 SUSTAINABILITY INDEX

The *Department of Infrastructure's* (DOI's) "infrastructure study" calculated a sustainability index for each Victorian council. The sustainability index indicates the extent of the gap between a council's current investment in asset renewal and the required level of investment to ensure the asset remains serviceable for its useful life. This is determined largely by historical factors and the long term sustainable level of costs for the existing assets. The index measures future management requirements of each council.

The sustainability index, however, only indicates the size of the problem. The index says nothing about the timing of when Council will need to make an effort and lift levels of expenditure.

Strategic Resource Plan

Timing of works and associated funding is determined through recommendations guided by council's asset management system. The asset management system will ensure council achieves best value from its dollars across the following areas. The table following defines the type of asset expenditure.

Type of Expenditure	Definition	Purpose/Example
Maintenance	**Expenditure on an asset that maintains the asset in use, but does not increase its service potential or life.**	**Life extension: Extending asset lives by repair, reducing average annual consumption costs and renewal rates, e.g. Repairing a single pipe in a drainage network or a pothole.**
Capital Renewal	**Expenditure on an existing asset or a portion of an infrastructure network, which returns the service potential, or extends the life of the asset, to its original potential.**	**Retains an existing service level, e.g. Re-sheeting of road reseals, resurfacing an oval.**
Capital Upgrade	**Expenditure on upgrading the standard of an existing asset to provide a higher level of service, or to extend the life of the asset beyond its original standard.**	**Increases the quality of service provided to ratepayers or provides new services, e.g. Widening the pavement of a sealed area of an existing road.**
Capital Expansion/New	**Expenditure on extending an infrastructure network at the same standard enjoyed by existing residents to a new group of users.**	**Extend services to newly developing areas of the Shire where there are new ratepayers, e.g. Extending a road or drainage network, new pre-school.**

The *sustainability index* is an accounting measure based on the difference, expressed as a percentage, between Council's annual depreciation charge and renewal annuity.

Colac Otway's Sustainability index as at June 30 2011 was 109.1 percent and projected at 89.1 percent for 2011-2012.

The sustainability index (renewal) indicates the extent to which current ratepayers are contributing to the assets they are now consuming.

7.5 CONDITION ASSESSMENT

Monitoring asset condition and performance relates to the ability of the asset to meet targeted levels of service. Asset condition reflects the physical state of the asset and the functional level of service it is capable of providing. Monitoring asset condition and performance throughout the asset life cycle is important in order to identify underperforming assets or those which are about to fail – that is, assets at the *critical renewal* level where if reinvestment is not funded the cost of future renewal will exponentially increase along with the risk of the asset being below accepted safety standards.

Colac Otway Shire Council has developed its *Asset Management System* to position Council to monitor asset condition and performance and to:

- Identify those assets which are under performing;
- Predict asset failure to deliver the required level of service;
- Ascertain the reasons for performance deficiencies; and
- Determine what corrective action is required and when (maintenance, rehabilitation, renewal).

Colac Otway Shire Council continues to develop its asset management systems to support its strategic decision making with respect to asset and service provision. . Council is aspiring to have a system that not only records asset condition and asset defects/inspection details; but is also capable of providing financial management and year-end accounting and valuation data.

Strategic Resource Plan

Priority is on funding the annual renewal annuity based on a predetermined service levels linked to asset condition. Minimum acceptable asset condition varies depending on the type of asset and its criticality in delivering safe and efficient services. Council aims to maintain and renew its assets to meet these minimum performance levels as the cost of renewal significantly increases beyond this condition and the asset's functionality, safety and ability to provide its intended service level is compromised.

Council has largely collected condition data for all of its major asset categories and is now in a position to commence detailed *Asset Management Plans* for each category.

The benefits of knowing the current condition and performance (level of service) an asset provides are:

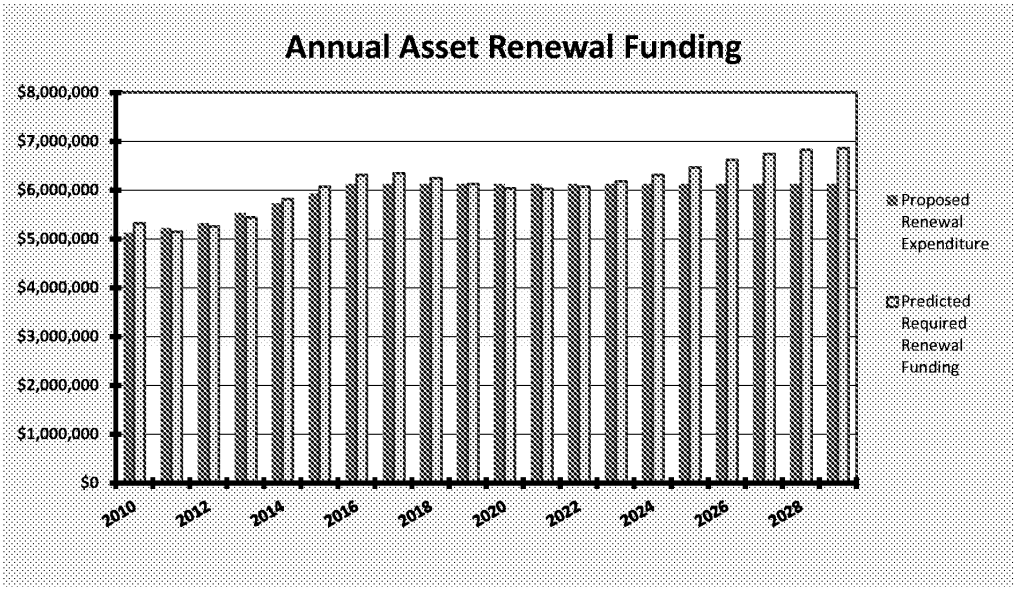
- Ability to plan for and manage the delivery of the required level of service;
- Avoidance of premature asset failure, leaving open the option of cost-effective renewal;
- Managing risk associated with asset failures;
- Accurate prediction of future expenditure requirements; and
- Refinement of maintenance and rehabilitation strategies.

Council, as asset managers, need to be able to assess the relative merits of rehabilitation/renewal/replacement options and identify the optimum long-term solution through a decision related to levels of service.

Council needs to strategically determine an affordable level of service to manage the emerging condition profile.

The benefit of that knowledge now is the management process can commence across the entire asset portfolio.

The following graph depicts the predicted level of renewal expenditure required across all asset categories for Colac Otway Shire Council until 2030.



Strategic Resource Plan

Council needs to strategically determine an affordable level of service to manage the emerging condition profile. The benefit of that knowledge now is the management process can commence across the entire asset portfolio.

Should Council increase/decrease this level of investment and consciously improve/decrease the level of service? The answer lies in considering the other asset categories condition profiles – what is affordable, what is critical and must be renewed and what service level is Council targeting? Council now has this information for all of its asset categories and is now positioned to strategically consider these issues globally.

Across the asset base asset renewal cash flow is variable over time as it depends on services and service levels to be provided in the future, as well as the age and condition profile of the asset stock.

7.7 STRATEGIC ASSET MANAGEMENT

Council reviews its *Asset Management Policy* on a regular basis.

Other major elements of Council's overall strategic asset management framework include the Asset Management Strategy, which details specific actions to be undertaken by Council to improve its asset management capability and to achieve specific strategic objectives.

Asset Management Plans are subsequent components where long-term plans (10-years and beyond) outline strategic, operational, and financial objectives used to deliver acceptable levels of service.

The table below explains the objectives and typical contents of these documents:

Asset Management Strategy	Asset Management Plans
Specific actions to be undertaken by Council in order to improve or enhance asset management capability and achieve specific strategic objectives.	**Long-term plans (usually 20 years or more for infrastructure assets) that outline the asset activities for each service area.**
Develops a structured set of actions aimed at enabling improved asset management by Council.	*Outlines actions and resources to provide a defined level of service in the most cost effective way.*
• **A description of the current status of asset management practices (processes, asset data and information systems).** • **Organisation's future vision of asset management.** • **A description of the required status of asset management practices to achieve the future vision.** • **Identification of the gap between the current status and the future vision (a "gap analysis").** • **Identification of strategies and actions required to close the gaps, including resource requirements and timeframes.**	• **A summary of Council's strategic goals and key asset management policies.** • **Description of the asset portfolio.** • **Description of levels of service and performance standards.** • **Demand forecasts and management techniques.** • **A broad description of the lifecycle management activities for operating, maintaining, renewing, developing and disposing of assets.** • **A cash-flow forecast.**

Council has reached the point where it has identified and has allocated responsible levels of funding to manage its critical asset renewal requirements. Council is now in a position to analyse its condition profile and begin determine and understand the cost of a predetermined service level. Alternatively Council may allow some assets to degrade in condition, freeing up funds to improve the level of service for other assets.

7.7.1 Community Consultation

Council aims to ensure its assets are relevant to the community, as retention of unused assets places a financial burden on the community. Council"s Strategic Resource Plan is presently focused on funding a "service level" that prioritises critical renewal and maintains average condition to meet community expectation.

The challenge ahead is to understand the community's expectations and provide levels of service and funding options to accommodate this. An aim for Council in the short term will be to engage with the community to discuss desired and affordable levels of service. This will involve costing and analysing various service scenarios.

Sound Asset Management is:

- Knowing what assets we own (Asset Register);
- Understanding the condition and expected lives of our assets;
- Knowing what 'levels of service customers want and are prepared to pay for;
- Having processes in place to establish priorities and allocate funds; and
- Knowing the long-term funding requirements associated with our assets.

Having documented Asset Management Plans which have supporting Service Plans detailing levels of service will be a challenge for Council over the coming years.

The first issue is to determine the outcomes the community want to achieve – what is the strategy? The next issue is what services, including their performance levels, are required to meet the community outcomes? Finally what infrastructure or assets are required to support the service level? Too often Council starts focusing on the asset rather than on the outcome/service level it requires.

A review of this nature may result in assets no longer being required to support community outcomes.

7.7.2 Asset Management Steering Group

The *Asset Management Steering Group (AMSG)* is a cross-functional professional team with representatives from various Council departments. The purpose of the AMSG is to oversee the decision-making process with respect to the direction of asset management and to ensure the Colac Otway Shire Council continues to develop total asset management across the organisation.

The Steering Group's Terms of Reference include the following functions:

- To represent the key asset management functions e.g. Infrastructure planning, maintenance and construction, finance, community engagement and direct service provision such as recreation, economic development and community services;
- Provide linkages between the community, key stakeholders and the Council's asset managers to promote involvement and consultation around the management of Council assets;
- Promote and raise awareness of asset management to the Council, staff, key stake-holders and the community;
- Encourage continuous improvement, innovation and cost effective methods to improve asset management practices;
- To provide guidance to develop long term (whole of life) Asset Management Plans for major asset groups;
- To ensure the community needs and expectations are considered in the development of Asset Management Plans;

- Facilitate appropriate organisational mechanisms and work flows for the maintenance and improvement of Council's physical assets, with links to data collection systems and other asset management software systems and report to Executive on outcomes;
- To review the performance of asset management programs such as maintenance programs and capital works programs; and
- Ensure efficient and effective use of Council funds and optimising "life cycle" cost of all assets.

7.3 FUTURE ASSET MANAGEMENT

Council is developing asset registers, knowledge and data, building information systems to support maintenance renewal, customer service and financial activities and aims to be in a strong position to develop tactical responses through its Asset Management Plans to manage levels of service into the future.

Strategic Direction

1. ***That Colac Otway Shire Council, having established its critical renewal investment levels, completes detailed Asset Management Plans for all major classes of Council assets.***
2. ***That Colac Otway Shire Council, as part of the development of its Asset Management Plans, consults with the community to determine how service levels will be reached including a combination of improved revenue raising, review of existing service levels, asset disposal and composition of the asset portfolio.***
3. ***That Colac Otway Shire Council continue to prioritise the allocation of funds to the renewal of existing assets rather than constructing new assets where possible, noting that as the Shire's population expands and other demands increase, it will be necessary to provide appropriate infrastructure to promote further development.***

Strategic Resource Plan

8. CAPITAL WORKS PROGRAMME

8.1 INTRODUCTION

The previous section discusses the long-term issues with respect to Asset Management and issues relevant to determine investment levels in capital renewal. Council has increased its investment in renewal, as shown by the sustainability index, with a projected ratio of 89.1 percent in 2011-2012.

It should be noted 94 percent of the capital expenditure is on renewal and expansion/upgrade type projects in the capital works programme for 2012-2013.

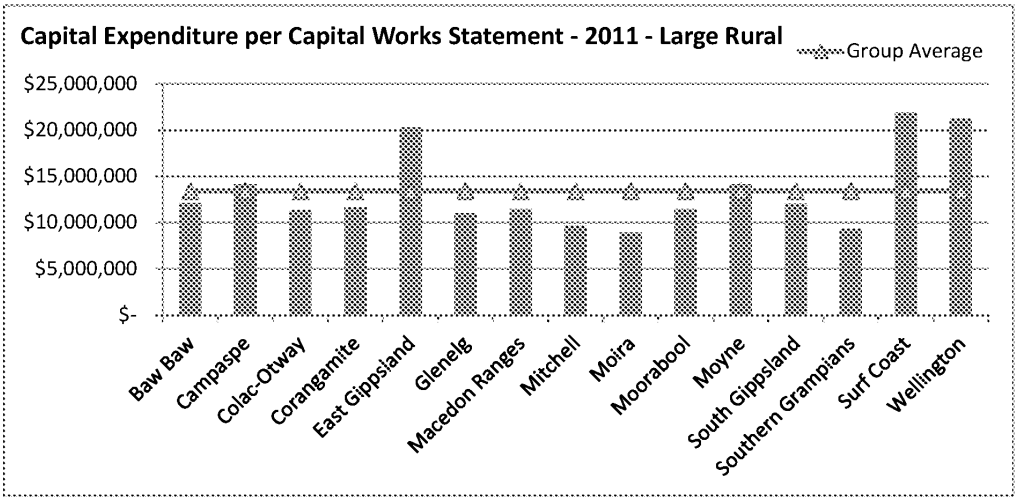
The total capital programme of $15.957 million is composed of $0.955 million in new assets and $15.002 million in renewal and expansion/upgrade.

This section includes:

- Level and nature of capital works;
- Capital funding sources.

Capital expenditure represented 55.7 percent of rate revenue in 2010-2011.

The benchmark for 2010-2011 capital expenditure levels by Large Shire's is illustrated below:



8.2 LEVEL AND NATURE OF CAPITAL WORKS

It is important that the asset management issues raised in the previous section inform the decisions taken in determining the capital works programme.

The annual budget process will enable Council to identify individual projects for funding.

Four key outcomes from the long-term financial plan will be

- To maintain the critical renewal investment,
- Maintain average condition where desired
- Maintain the required critical renewal annuity;
- Undertake asset upgrades to ensure they are fit for purpose and meet service level requirements; and

- Invest in new assets subject to principles espoused in chapters 4 and 8.

8.2.1 CAPITAL WORKS PROGRAMME 2012-2013 – 2015-2016 – PARAMETERS

The following are the parameters against which the 2012-2013 – 2015-2016 capital works programme have been developed:

- Alignment to Strategic Resource Plan financial growth assumptions with respect to expenditure and revenue;
- Alignment to the Council Plan to the reflect community's and Council's key result areas; and
- Priority provision for critical renewal investment, then capital renewal, capital upgrade with capital expansion the most discretionary.

In terms of the longer-term programme the following parameters/assumptions apply:

- Large one-off projects flagged in subsequent years require accurate costing to be undertaken and their timing and priority finalised;
- Continue priority on renewal, followed by upgrade with expansion the most discretionary;
- Provide for expenditure growth required to level of sustainable renewal to meet the community's service level requirements (based on current Asset Management Plans);
- Income assumptions to remain conservative given they are less predictable; and
- Roads to Recovery income assumed to continue at current level spread across relevant projects within the Roads Programme.

8.3 CAPITAL WORKS PROGRAMME – EXPENDITURE LEVEL ASSESSMENT

The following indicative expenditure levels are included in the 2012-2013 Capital Works programme. The targeted future expenditure levels, where known, are also detailed below:

Asset Programmes	2011/12	2012/13	2013/14	2014/15
Bridge & Culvert	678	1368	500	510
Building - Other Structures	317	279	139	145
Building Structures	2,114	5300	4185	520
Drainage	753	895	560	880
Footpath and Cycleways	866	300	300	320
Kerb & Channelling	108	75	80	85
Land Improvements	803	930	0	0
Land	200	0	0	0
Off Street Car Parking	200	0	0	100
Plant, Furniture and Equipment	2,318	2,306	2012	1900
Roads	4,674	4505	4990	4930
Grand Total	**13,031**	**15,958**	**12,766**	**9,390**

This listing is not exhaustive and will expand with the development of Council's Asset Management Plans as discussed in the previous chapter.

8.4 CAPITAL FUNDING SOURCES

The long term financial plan and SRP will inform the development of a 10-year capital works programme and will enable an indicative cash flow budget to be developed.

External capital funding services generally include capital grants, developer contributions and special charges schemes.

Internal capital funding sources generally include asset sales, special charge schemes and general rates. The SRP forecasts capital funding sources conservatively.

8.5 CONCLUSION

Council's capital works programme should underpin the needs and priorities as determined by both the key result areas indentified within the Council Plan and by Council's Asset Management system output which is developed in consultation with the community.

It is the Council's challenge to develop Asset Management Plans that ensure the community's levels of service are met through the delivery of efficient and effective services.

Strategic Direction

1. ***That Colac Otway Shire Council maintains its capital works commitment to levels that align with the funding spread established in this SRP, and incorporate into the developing 10-year capital works programme.***
2. ***That Colac Otway Shire Council initially focuses capital works expenditure on maintaining a critical renewal level based on acceptable levels of service, with the next priority on upgrade and expansion, followed by provision of new.***

9. SERVICE PROVISION AND PLANNING

9.1 INTRODUCTION

The range and level of services a council should, or is capable of, or wants to provide is a complex question to consider.

Council provides a range of services, including community services, youth services, recreation, customer services, and asset maintenance.

This section includes:

- Operating expenditure/revenue;
- Growth of operating budget;
- Service delivery analysis; and
- Service provision and planning

9.2 OPERATING REVENUE/EXPENDITURE

Council's operating revenues and costs for 2012-2013 are budgeted at $36.647 million and $37.055 million respectively. Council's operation includes provision of building, planning, economic development services, health and community services, infrastructure planning, operations and corporate support services including finance, information technology, asset management and organisation development.

9.3 BENCHMARKING – FINANCIAL PERFORMANCE INDICATOR ANALYSIS

When benchmarked to other large rural shires Colac Otway Shire Council has achieved:

- Underlying deficit that is greater than the Large Shire average;
- Relatively low overall operational costs (including employee costs) in comparison to Councils in the large rural category;
- Utilisation of loan funds confirmed as a viable means of funding Council's capital expenditure in the development of new assets;
- Council's debt ratios remain well below Prudential Limits; and
- Maintaining a strong capital works programme, particularly in asset renewal, continues to be a desirable strategy for Council.

9.4 SERVICE PROVISION AND PLANNING

Ultimately, Council determines the range and level of services it is able to offer the community and this is reviewed annually based on the outcome of community consultation and feedback undertaken during the year.

This is finalised through the annual budget process with the SRP providing preliminary guidance based on the service delivery model from the previous year.

One of the key objectives of Council's Strategic Resource Plan is to maintain existing service levels and maintain a satisfactory operating position over the life of the SRP.

9.4.1 Funding Renewal Gap

Funding the ongoing and growing renewal gap will be a major challenge during the life of this SRP. The gap is presently growing and this is based on data that will be reviewed in the coming year.

9.4.2 Underlying operating deficit

The underlying operating deficit measures Councils ability to generate enough revenue to cover operating costs (including the cost of replacing assets reflected in the depreciation expenses). Council at 30 June 2011 had a **$2.069 million** underlying operating deficit.

9.4.3 Liquidity

Working to improve the liquidity of the municipality will be a focus of the *Strategic Resource Plan*.

Improved working capital will also assist the underlying operating deficit position.

9.4.4 Review of Depreciation charges

A review of the depreciation charges will be undertaken in the coming year. Benchmarking indicates that Colac Otway depreciation charges on its infrastructure as a percentage of total infrastructure was 3.2 percent compared to 2.44 percent for the large rural and state averages.

9.4.5 Asset maintenance

The level of maintenance services (street sweeping, reserve mowing, footpath maintenance, street bin collection etc.) has been maintained at a similar level to the previous year.

9.4.6 Skill retention

Retention and development of skills is critical to ensure the ongoing sustainability of the municipality.

The current work force is ageing and organisation development strategies will be critical going forward.

9.5 CONCLUSION

Managing financial sustainability and the range and level of services provided will remain an ongoing challenge.

Strategic Direction

1. ***That Colac Otway Shire Council annually determines the range and level of service provision through the budget process incorporating an analysis of organisational and financial capability.***

Strategic Resource Plan

10.STRATEGIC FINANCIAL PLAN

10.1 INTRODUCTION

There are a number of dynamic variables that may influence the outcomes expressed in this SRP. They include:

- Rating levels and supplementary rate income;
- Government grant revenue (both recurrent and capital);
- Granted asset amounts;
- Asset revaluations (major impact on fixed asset value and depreciation);
- Asset sales;
- Mix of funding between capital works/special projects (new initiatives); and
- Level of growth factor applied to expenditure items / rate of expenditure/activity level.

This section includes:

- Modelling methodology;
- Financial assumptions;
- Adopted financial strategy; and
- Conclusion

10.2 MODELLING METHODOLOGY

This section details the approach to financial modelling used in the preparation of these options and provides background about the major financial assumptions that were applied.

The financial model has been prepared at the lowest accounting level within Council's general ledger system being sub-activity level.

At this level, certain accounts were coded for manual adjustment rather than broad percentage increases (for example, election expenses occur only once every four years). It is not always possible to multiply the previous year's base by a percentage to achieve a correct forecast.

The base point used for financial modelling has been the forecast result for 30 June 2012 as prepared at the end of the March quarter (31 March 2012).

While the SRP uses the more specific assumptions as detailed in Appendix C and the pages that follow, it will not remove the need for Council to continue to achieve operational efficiencies. The SRP intends to establish a framework for Council to benchmark its performance. Where further efficiencies can be achieved, funds will be dedicated to asset renewal, maintenance or improved service provision.

Strategic Resource Plan

10.3 FINANCIAL ASSUMPTIONS

The following information explains the major financial assumptions applicable to the financial option considered by Council prior to community input.

10.3.1 Labour and on-costs

Increases in labour and on-costs are composed of three elements. The elements are enterprise agreement increments, movements within bandings as part of the annual performance review process and expected incremental increases in resource demands. The table below highlights these assumptions.

Year	2011/12 %	2012/13 %	2013/14 %	2014/15 %	2015/16 %
EBA Banding Increase/Other	4.1	4.2	4.2	4.2	4.2
Award Increments	0.5	0.5	0.5	0.5	0.5
Resource Increments	2.0	2.0	2.0	2.0	2.0
Total	6.6	6.7	6.7	6.7	6.7

10.3.2 Depreciation

Depreciation estimates are based on the projected capital spending contained within each assumption. Depreciation estimates are influenced by future asset revaluations and depreciation charges are assessed following condition assessments. The overall depreciation charge is also impacted by the amount of assets granted to the municipality following subdivision.

10.3.3 Materials and contracts

The broad assumption in materials and contracts is for an increase matching the Local Government Cost Indices. Outside of these broad parameters there have been a number of manually assessed items in this area including election expenses, valuation contract amounts and insurance.

10.3.4 Special projects/consultancies

These works are essentially one-off expenditures that do not constitute the creation of an asset and have been maintained at 2010-2011 levels through the life of the SRP.

10.3.5 Debt servicing and redemption

Debt redemption is calculated according to the restructured loan schedules. Council borrowings are dealt with in detail in Section 4.

10.3.6 Written-down values of assets sold

All Written-down values relate to plant and land sold as part of the 10-year programme. These are based on information from Council's Asset Registers.

10.3.7 Rate revenue

The 2012-2013 Budget is based on an increase of 6.33 percent for average rates and charges collected per assessment and this has been applied to all future years in the SRP. Council's Rating Strategy is dealt with in detail in Section 6.7.

The mechanism to estimate supplementary revenue is at present an arbitrary one, based on historical dollar returns with forward probable development revenue estimated. Developing

improved mechanisms is a difficult task given supplementary rate growth occurs not only via the creation of new subdivisions, but also with improvements on existing properties. In addition, revaluations every two years bring the potential for revenue loss through successful appeals against valuations being upheld.

10.3.8 Service charges

The waste management charges have been adjusted to keep in line with the Local Government Cost Index.

Funds raised are ultimately deployed to waste management (operating and capital) activities. This is discussed in Section 6.8 in more detail.

10.3.9 Grant revenue

An allowance has been made for operating grants & subsidies revenue for ongoing services and projects over the life of the SRP. In broad terms, a 2.0 percent per annum increase has been allowed for operating grants reflecting the nature of this revenue type, which has seldom increased by CPI across the board. Reimbursements from the State Revenue Office for land valuations have also been included in the appropriate years. An allowance of 3 percent has been made for the Victoria Grants Commission grant.

10.3.10 Fees and charges

Fees and charges have been increased by the base CPI index on levels existing in the annual financial statements for 2010/11.

10.3.11 Statutory Fees and Fines

Council has no control over a large amount of statutory fees prescribed by the State Government. Therefore these fees and fines have remained static.

Fines include town planning, local laws and the animal pound. Fees and fines are included in the above.

10.3.12 Interest on investments

Interest on investments has been estimated based on cash flow.

10.3.13 Proceeds from sale of assets

Proceeds from sale of assets are those relating to plant changeover and land sales.

10.3.14 Capital grants

Capital revenue from grants, subsidies and contributions from future years has been estimated to fund future capital works.

Capital grants have been forecast conservatively. Funds raised above or below the forecast amount will directly impact on the level of capital expenditure achievable. While conservative amounts have been included, it should be noted that Council does not pursue part-funded capital works that do not fit with its strategic direction.

10.3.15 Granted assets

Granted assets are those handed over to Council following the completion of a subdivision. These include roads, footpaths, curb, channel, drainage etc.

The level of granted assets is forecast to continue at low-levels based on predicted levels of property development. However, estimates beyond 2011/12 are not based on any reliable data at this point. While granted assets add to Council's overall asset base, they also add to the future obligations to maintain and replace these assets at the end of their useful lives.

They therefore impact on Council's depreciation levels (see Item 2) and required capital spending (renewal) in the future. This area requires appropriate factoring into the financial model and therefore further review.

10.3.16 Capital expenditure

Capital expenditure amounts for local roads, waste and information technology (renewal), and the like and have been directly budgeted for during the next 4-years. The balance of capital expenditure has been left unallocated at this point. These funds may be available for capital renewal (priority), capital upgrade or expansion.

10.4 CONCLUSION

The Strategic Resource Plan continues to provide a financial framework for Council, enabling an assessment of Council resources and assisting Council to plan and fund capital infrastructure and meet future community aspirations. The Standard Statements (financial statements) are detailed in *Appendix C*.

Strategic Direction

1. ***That Colac Otway Shire Council finalises its preferred rating option for its strategic financial model to fund the Council Plan, capital expenditure and service delivery through the annual budget process.***

11. APPENDIX A GLOSSARY OF TERMS - DEFINITIONS

TERM	DEFINITION
Adjusted operating surplus/deficit	Operating surplus/deficit less revenue from capital (non-recurrent) grants, developer contributions (i.e. assets contributed), asset revaluations, sale of assets plus expenditure from asset revaluations, WDV of assets sold and unfunded superannuation expense.
Adjusted total operating expenses	Total operating expenses as per the "Statement of financial performance" – net of asset revaluations, unfunded superannuation expense and WDV of asset sold.
Adjusted total revenue	Total revenue from "Statement of financial performance" – net of asset sales, asset contributions in kind. Capital grant funding and revaluation adjustments.
Capital grants (non-recurrent)	Capital or non-recurrent grants as disclosed in notes.
Current assets	Total current assets from "Statement of financial position".
Current liabilities	Total current liabilities from "Statement of financial position"
Debt redemption	Debt principals repayments.
Debt servicing costs (interest)	Total borrowing costs or interest expense as per the "Statement of financial performance" or as disclosed in note in some councils' statements.
Fees and charges revenue	Total fees and charges revenue as per the "Statement of financial performance" or as disclosed in note in some councils' statements (includes fines).
Grant income and reimbursements	Total grants revenue as per the "Statement of financial performance" or as disclosed in note in some councils' statements (includes Vic Roads sometimes shown as "reimbursements" by some councils).
Granted assets	Total value of assets received from developers (in kind) as per the "Statement of financial performance" or as disclosed in note in some councils' statements.
Interest earnings	Total interest received as per the "Statement of financial performance" or as disclosed in note in some councils' statements.
No. of rateable properties	Number of rateable properties in municipality.
Non-current liabilities	Total non-current liabilities from "Statement of financial position".
Proceeds from sale of non-current assets	Total proceeds from asset sales as per the "Statement of financial performance" or as disclosed in note in some councils' statements, (gross received not Written-down value).
Rate revenue	Total rate revenue as per the "Statement of financial performance" or as disclosed in note in some councils' statements.
Rates outstanding at end of year	Rate debtor amount as disclosed in "Receivables" note.

Strategic Resource Plan

TERM	DEFINITION
Total assets	Total assets from "Statement of financial position".
Total capital asset outlays	Payments for capital purchases per the "Cash flow statement".
Total cash inflows from operations, finance and Investment Act	Total inflows per the "Cash flow statement".
Total cash outflows from operations, finance and Investment Act	Total outflows per the "Cash flow statement".
Total depreciation	Total depreciation expense as per the "Statement of financial performance" or as disclosed in note in some councils' statements.
Total depreciation on infrastructure assets	Total depreciation on infrastructure assets as disclosed in "Depreciation expense"" note.
Total debt	Total interest bearing liabilities (current and non-current) from "Statement of financial position".
Total indebtedness	Total liabilities (current and non-current) from "Statement of financial position".
Total infrastructure assets	Total infrastructure assets from "Statement of financial position" or as disclosed in note (Written-down value). Infrastructure includes roads, bridges, drains, road structures, other structures, playground equipment, and other like categories. Heritage assets have been deemed to be building assets. Work in progress, where not separately split, has been included as infrastructure.
Total net realisable assets	Total assets less total infrastructure assets.
Total operating expenses	Total operating expenses as per the "Statement of financial performance".
Total revenue	Total revenue from "Statement of financial performance"
Written-down value of assets sold	Written-down value of assets sold as per the "Statement of financial performance" or as disclosed in note in some councils' statements.

12. APPENDIX B RATING PRINCIPLES, VICTORIAN LOCAL GOVERNMENT CONTEXT

Sustainable financial management

The aggregate revenue raised by Council plus that received from grants needs to be sufficient to cover the aggregate long-run cost of delivering the services provided measured on an accrual-accounting basis. Sustainable financial management requires the application of multi-year framework to financial management, asset management, planning, spending and revenue decisions.

Evaluating and setting priorities

Council is aware of and will have regard to the views of its communities with respect to the priority areas for Council services. Council will heighten the community's awareness of the short and long-term financial implications of potential service priorities and key decisions, including trade-offs between service priorities.

Core Functions

Council will continue to provide a full range of municipal goods and services in accordance with its statutory and community service obligations.

Where Council engages in the provision of services, that resemble those of private sector markets, the application of competitive neutrality principles requires

Council will aim to recover the full costs of all significant business activities, including the direct costs of providing goods and services, rate and tax equivalent payments and a commercial rate of return on investment.

Identifying the cost of service delivery

Council will understand the cost of delivering its services as an acknowledgement that this information is useful in determining the range of services, and the level of service provision, and the corresponding structure for rates and charges.

Prudent borrowings for infrastructure

Borrowings when undertaken prudently are an appropriate means for local government to finance long lived infrastructure assets as the cost of servicing of debt through rates or user charges enables the cost of the asset to be matched with the benefits from consumption of the services over the life of the asset, thereby promoting intergenerational equity.

Rate setting and pricing of services

The appropriate setting of rates and prices for goods and services is essential for the efficient recovery of the costs of providing council services and Council recognises that by choosing the appropriate instrument (rates, fees, user charges) it can achieve a better indication of the willingness of the community to pay for services and minimise the economic distortions that may arise when an inappropriate instrument is used.

Council will recover costs for services directly from the users of those services if a service benefits identifiable individuals or groups. If the benefit cannot be identified and/or if those that benefit directly cannot be excluded from using the service the costs should be allocated to the community.

Where infrastructure costs are directly attributable to individual property owners, Council will recover those costs through the application of special charge schemes, developer charges

or contributions.

Fees and charges should be applied as far as practicable to raise revenue for the provision of services that are not pure public services, with efficient pricing, to ensure that services provided by local government are supplied to those who are willing to pay the opportunity cost of supply.

Council will also take consideration of the community's ability to pay as well as the benefits derived from the provision of services.

Openness and transparency

Council is accountable and responsible for the policy decisions with respect to the range of services provided, the expenditure and delivery of the services and the way services are funded and paid for by the community. Open and transparent processes for decision making of Council include the making of information openly available to people in the local community and seeking active participation by the community with respect to choices regarding the range and level of services provided and how they are funded.

Providing services on behalf of other tiers of government

Effective interaction between Council and other tiers of government is important to ensure delivery of some essential services to the community. Where Council enters into the delivery of services on behalf of other tiers of government, the supply of these services should be delivered on commercial terms based on the incremental cost to Council.

In situations where Council determines to provide subsidies for the delivery of these services Council will make the costs transparent and inform the community about the purpose and amount of the subsidy and how it is to be funded.

Strategic Resource Plan

13. APPENDIX C STANDARD FINANCIAL STATEMENTS

This Appendix contains details of the Standard Statements.

The Standard Statements include the:

- Standard income statement;
- Standard balance sheet;
- Standard statement of cash flows;
- Standard statement of capital works; and

These statements are required under Part 2 Section 5 of the Local Government (Finance and Reporting) Regulations 2004. The Regulations commenced on 20 April 2004.

The original SRP statements partially differed in layout due to their release prior to the proclamation of the regulations.

Strategic Resource Plan

13.1 STANDARD INCOME STATEMENT

	2012-2013 $'000	2013-2014 $'000	2014-2015 $'000	2015-2016 $'000
Operating revenue:				
Rates and charges	22,887	24,260	25,716	27,001
Statutory fees and charges	500	520	541	563
User fees and charges	3,837	4,067	4,271	4,484
Grants - operating	8,627	8,972	9,330	9,704
Contributions - cash	45	46	48	50
Reimbursements	135	141	149	154
Finance revenue	446	460	473	488
Other revenue	170	177	184	192
Total operating revenues	36,647	38,643	40,712	42,636
Operating expenses:				
Employee benefits	14,817	15,517	16,238	17,033
Materials and services	5,729	6,016	6,317	6,635
Contracts	6,787	7,195	7,627	8,084
Depreciation	8,081	9,193	9,352	9,355
Finance expenses	332	362	324	286
Other expenses	1,309	1,361	1,416	1,472
Total operating expenses	37,055	39,644	41,274	42,865
Underlying Result for the year	(408)	(1,001)	(562)	(229)
Capital revenue:				
Grants - capital	6,328	2,984	2,687	2,418
Net gain / loss on disposal of assets	459	460	460	459
Total capital revenue	6,787	3,444	3,147	2,877
Capital expenses				
Net loss on disposal of property, infrastructure, plant and equipment	0	0	0	0
Total capital expenses	0	0	0	0
Surplus (deficit) for the year	6,379	2,443	2,585	2,648

Strategic Resource Plan

13.2 STANDARD BALANCE SHEET

	2012-2013 $'000	2013-2014 $'000	2014-2015 $'000	2015-2016 $'000
Current assets				
Cash and cash equivalents	5,066	3,843	5,964	7,490
Trade and other receivables	2,505	2,630	2,762	2,900
Inventories	172	184	197	211
Total current assets	**7,743**	**6,657**	**8,923**	**10,601**
Non-current assets				
Other non-current assets	441	437	433	442
Property, infrastructure, plant & equipment	235,724	239,797	239,864	240,714
Total non-current assets	236,165	240,234	240,297	241,156
Total assets	**243,908**	**246,891**	**249,220**	**251,757**
Current liabilities				
Trade and other payables	(1,567)	(1,489)	(1,504)	(1,519)
Interest-bearing loans and borrowings	(486)	(523)	(561)	(598)
Trust	(230)	(225)	(221)	(225)
Provisions	(3,515)	(3,339)	(3,406)	(3,474)
Total current liabilities	**(5,798)**	**(5,576)**	**(5,692)**	**(5,816)**
Non-current liabilities				
Interest-bearing loans and borrowings	(4,770)	(5,256)	(4,770)	(4,247)
Provisions	(4,527)	(4,301)	(4,387)	(4,475)
Total non-current liabilities	**(9,297)**	**(9,557)**	**(9,157)**	**(8,722)**
Total liabilities	**(15,095)**	**(15,133)**	**(14,849)**	**(14,538)**
Net assets	**228,813**	**231,758**	**234,371**	**237,219**
Equity				
Accumulated surplus	(101,984)	(104,104)	(106,238)	(108,435)
Asset revaluation reserve	(122,205)	(122,705)	(122,735)	(122,935)
Other reserves	(4,624)	(4,949)	(5,398)	(5,849)
Total equity	**(228,813)**	**(231,758)**	**(234,371)**	**(237,219)**

Strategic Resource Plan

13.3 STANDARD STATEMENT OF CASH FLOWS

	2012-2013 $'000	2013-2014 $'000	2014-2015 $'000	2015-2016 $'000
Cash flows from operating activities				
Receipts				
General rates & charges	22,887	24,260	25,716	27,001
Operating grants and contributions	9,805	9,937	10,334	10,732
User charges	4,721	4,994	5,239	5,495
Finance revenue	446			
Other revenue	1,609	1,430	1,144	1,273
	39,468	**40,621**	**42,433**	**44,501**
Payments				
Employee costs	(14,653)	(15,078)	(16,246)	(17,046)
Materials & services	(16,692)	(14,629)	(15,337)	(16,189)
Other expenses	(1,440)	(1,497)	(1,558)	(1,619)
	(32,785)	(32,204)	(33,141)	(34,854)
Net cash provided by operating activities	**6,683**	**8,417**	**9,292**	**9,647**
Cash flows from investing activities				
Proceeds from property, plant and equipment	505	506	506	505
Capital grants and contributions	6,961	3,282	2,956	2,660
Payments for property, plant and equipment	(17,553)	(14,043)	(10,329)	(11,006)
Net cash used in investing activities	(10,087)	(10,255)	(6,867)	(7,841)
Cash flows from financing activities				
Finance costs	(332)	(362)	(324)	(286)
Proceeds from borrowings	1,500	0	0	0
Repayment of borrowings	(433)	523	(448)	(486)
Trust Deposits	(25)	(5)	(4)	4
Net cash provided by (used in) financing activities	**710**	**156**	(776)	(768)
Net decrease in cash & cash equivalents	(2,694)	(1,682)	**1,649**	**1,038**
Cash & cash equivalents at beginning of year	7,760	5,066	3,384	5,033
Cash & cash equivalents at end of year	**5,066**	**3,384**	**5,033**	**6,071**

Strategic Resource Plan

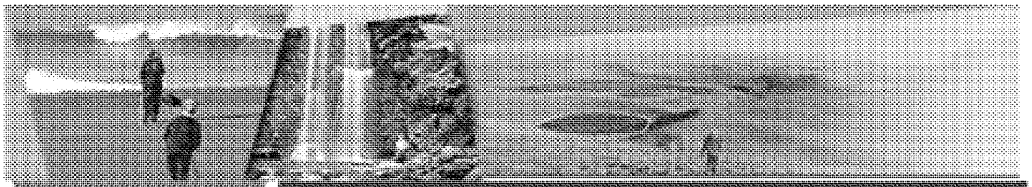
13.4 STANDARD STATEMENT OF CAPITAL WORKS

	2012-2013 $'000	2013-2014 $'000	2014-2015 $'000	2015-2016 $'000
Capital works areas				
Bridge & Culvert	1368	500	510	546
Building - Other Structures	279	139	145	152
Building Structures	5300	4185	520	646
Drainage	895	560	880	909
Footpath and Cycleways	300	300	320	342
Kerb & Channelling	75	80	85	91
Land Improvements	930	0	0	0
Land	0	0	0	0
Off Street Car Parking	0	0	100	100
Plant, Furniture and Equipment	2,306	2012	1900	1943
Roads	4505	4990	4930	5275
Total capital works	**15,958**	**12,766**	**9,390**	**10,004**
Represented by:				
Asset renewal	8,992	8,011	8,427	8,913
New assets	955	510	920	946
Asset expansion/upgrade	6,010	4,245	43	145
Total capital works	**15,957**	**12,766**	**9,390**	**10,004**

Appendix 1

Colac Otway Shire
'Naturally Progressive'

COLAC OTWAY SHIRE



10th March 2009

STRATEGIC 'SNAPSHOT'

The purpose of this report is to provide information, facts and forecasts about the Colac Otway Shire to inform the development of the Council Plan 2009 to 2013.

The report is presented in the same structure as the Council Plan to enable a quick and easy translation.

The report is based on thebest available information about the Shire. In some cases, the information is for wider geographical regions such as the Barwon or Victoria West Regions. Where this is the case, assumptions have been made as to the applicability to Colac Otway.

The report is intended to generate discussion, raise awareness and support the development of strategies and actions that address the challenges facing the municipality.

CONTENTS

1. LEADERSHIP AND GOVERNANCE 47
Population Sustainability 47
Responding to Major Emergencies 48
2. PHYSICAL INFRASTRUCTURE AND ASSETS 51
Climate Change Impact on Infrastructure 51
Public Transport Limitations 51
3. LAND USE AND DEVELOPMENT 53
Sustainable Strategic Land Use Planning and Development 53
Managing the Demand for Rural Residential Lifestyle 54
Increased Planning Scheme Complexity and Regulatory Requirements 54
4. ENVIRONMENTAL MANAGEMENT 56
Climate Change 56
Sustainable Energy and Water Use 57
Pest, Plant and Animal Control 58
Native Plants, Animal and Habitat Protection and Enhancement 58
Waterway Protection and Enhancement 59
Coastal and Marine Protection and Enhancement 59
5. ECONOMIC DEVELOPMENT 60
Improve Economic Development 60
Availability of Skilled and Capable Workforce 61
6. COMMUNITY HEALTH AND WELLBEING 62
Creating Higher Levels of Community 'Advantage' 62
Servicing the Needs of an Ageing and Changing Population 63
Improving Population Health 63
Housing Affordability 63

COLAC OTWAY SHIRE STRATEGIC SNAPSHOT

Overview

The Council Plan contains the Vision: *"Council will work together with our community to create a sustainable, vibrant future".*

The Council Plan contains the six sections called Key Result Areas listed below. Each section has a specific Objective to be achieved over the four year life of the Plan.

1. Leadership and Governance
2. Physical Infrastructure and Assets
3. Land Use and Development
4. Environmental Management
5. Economic Development
6. Community Health and Wellbeing

The reason for using this structure is to provide an integrated approach to Council Planning that recognises the interrelated elements that make a great municipality.

In many cases, Council is in direct control of the topic (e.g. physical infrastructure) but in other cases (e.g. environment) Council is not in direct control and will need to decide if it will help address the challenges through leadership, advocacy or specific actions.

The information, facts and forecasts in this report are posed as Challenges to achieving the Vision and Objectives.

There are numerous positive performance indicators and examples of success throughout the Shire; however, the focus of this report is to capture the things that need to be addressed to achieve the preferred future for the municipality.

There are two types of "Challenge" described for each Key Result Area, being:

1. Municipal Wide Challenges – describe the challenges facing the whole municipality, not just the Council as a Local Government Authority

   Municipal wide challenges are not the sole responsibility of one organisation or level of government and therefore require multi-agency collaboration if they are to be addressed. Council therefore has a choice whether it gets involved through a leadership, advocacy, facilitation or participant role in addressing the challenge

2. Council Specific Challenges – describe the challenges that are directly under the control or responsibility of Council

   Council will need to decide if the challenge requires a strategic response and resource allocation

Actions to address the Challenges will often require a combination of Council, community, government and private sector partnerships, funding and collaboration.

Key Result Area

1. Leadership and governance

Objective:

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

Municipal wide challenges:

Population Sustainability

The consequences of this challenge have been emerging for many years with the following broad issues already taking effect and expected to continue unless interventions are adopted:

- The working age group (18 to 60) will increase at only one sixth the rate of the retirement age group (60 plus) placing increased pressure on the already tight skills and labour market (Id Profile)
- Business and private capital investment is often related to the availability of labour and skills and is therefore likely to continue at relatively low to negative growth levels
- Population growth generally follows and is supported by employment growth however, the net Colac Otway Shire (COS) population has not grown between 2001 and 2006 (-25 people) but 652 new jobs were recorded from 2001 to 2006. This is a 7% increase on the 2001 workforce base of 8,714 supported by 238 people growth in the 18 to 64 age group (Id Profile)
- This is one reason why COS has a higher Labour force participation rate of 61.9% compared to Victoria of 60.8% and Regional Victoria at 59.4% (ABS 2006) The current and forecast age structure will see increased pressure placed on skills and labour supply to industry. Industry surveys already prove this to be a significant issue impacting growth and sustainability (Vic Government, 2007)
- Business investment and growth relies on the availability of labour and skills.
- Business profitability is already lower than average and this will be under further pressure with less people (relatively) in employment with disposable incomes
- A significant increase of 32% in the 60 plus age group by 2021 will not contribute to profitability as this group has restricted disposable incomes compared to the working age group of 18 - 60 years
- Average weekly incomes and social disadvantage rankings are consistently lower in the municipality than for Victoria and will most likely deteriorate (ABS Wage and Salary)
- Service level increases of 30% by 2021 will be needed to cater for similar forecast increases in the 60 plus age group. Services include areas such as aged care, hospital beds for acute care and meals on wheels (DHS BSW)

We know this is a challenge because:

- Colac Otway has a forecast annual population growth rate to 2021 of 0.67% [i] (Id Profile)
- The annual forecast average growth rate for Victoria is 1.3% (DPCD)
- In general terms, this means Colac Otway will grow at half the rate for Victoria which amounts to a net relative decline
- The highest and lowest annual forecast growth rates in the Great South Coast Region (GSC) are Corangamite at 0.14% and Warrnambool at 1.3% (Id Profile)
- The Australian State of Region Report 2007-08 Ranks GSC "Population Sustainability" as 61 of 64 regions in Australia. This is the lowest ranking of all Victorian Regions (SoR, 2007 -08)

47

- The most recent State of Regions Report 2008-09 now ranks VIC West as 51 of 64 Regions however the region has been extended to include the Surf Coast and Golden Plains Shires. Both shires are forecast to grow well above the State average at 2.6% and 1.66% per annum respectively (SoR, State of Region Report, 2008-09)
- The "Population Sustainability" index includes: % growth since 1995; pop under 55; aged migration; estimated growth of 55+; demographic stress; family/youth migration; fertility 'baby bounce"; working elderly
- For comparison, the Geelong Region now ranks 18 of 64 regions for Population Sustainability mainly influenced by it rating as number one region for growth since 1995
- The author of the State of Region Report does NOT provide data for every Local Government Area (LGA) but it is known that Warrnambool was ranked at 158 of 632 LGAs and Corangamite at 518 of 632 LGAs in the 2007-08 Report
- Based on current and forecast growth rates it can be assumed that COS would rank somewhere between 400 to 500 of 632 Australian LGAs
- The State of Regions Report 2008-09 also contains three "Stylised Facts" that generally describe what is happening in the COS:
    - The young are leaving low income, high unemployment regions and migrating to high income, low unemployment regions
    - The old are leaving high income (high cost) regions and low unemployment rate regions and migrating to low income (low cost) and high unemployment regions
    - Low productivity regions are rapidly ageing, while high productivity regions are ageing relatively slowly
- By 2021, the age structure of Colac Otway is forecast to change significantly with a 13.6% net shift in the age structure from young to older people in just 15 years – this is less than one generation
- For Colac Otway this means that by 2021, the 60 plus age group will increase in real terms by 32% or 1,643 people from a base of 5,067 in 2006
- At the same time the Colac Otway "working age" of 18 to 59 years will increase by just 5.2% or 595 people from a base of 11,520 people in 2006. Years 0 to 17 will hardly change with a 1.1% increase or 56 people

Responding to Major Emergencies

Events such as bushfires, floods and storm events are expected to become more frequent and severe due to climate change. The consequences of this challenge include:

- Responding to major emergencies is a very stressful experience for the people directly affected and the people who are called upon to help
- The strain on community members, emergency management and response groups that need to cope with the extra workload is demanding in both mental and physical terms
- The positive consequences are that emergency events can help galvanise communities which can enable many initiatives to being undertaken that would not normally be possible and it allows emergency response systems to be implemented and improvements made

We know this is a challenge because:

- The average annual temperatures will increase by a minimum 0.8C by 2030 on top of the 1.0C increase in Victoria since 1950 (CSIRO)
- The highest temperature ever recorded in Victoria was on Saturday 7th February 2009 at Laverton near Geelong at 47.9C triggering the most devastating fires in Victorian history

- At the same time, record rain and flood levels were being experienced in the northern Queensland Townsville region
- There has been a 12% decline in the region's rainfall between the periods 1961-1990 and 1998-2007 (CSIRO)
- Run off into the major waterways in the region is expected to decrease by between 10% and more than 50% by 2070 (CSIRO)
- A sea level rise of a minimum 0.8mtr is anticipated in 100 years (CSIRO)

Council specific challenges:

- **Decision making of Council** is always a challenge of balancing technical data, diverse views and opinions all within an affordability/sustainability context
- There are always major issues at hand that may divide the community with the challenge being how to best move forward with the interest of current and future generations in mind
- **Council Services and Infrastructure** are constantly under pressure from increased demand or maintaining the (changing) standards expected by the community
- Increased or improved levels of service come at a cost that must be contained within an affordability model normally underpinned by a combination of councils rating strategy and user pay policy
- To continue to improve fire prevention across the region and to move toward an integrated fire management model
- To provide the level, continuity of leadership and funding to effectively develop and implement a **Sustainable Population Strategy** for the municipality that requires multi-agency, community support
- The Federal, State Local Government along with public and private sector service providers collectively contribute to creating the environment for sustainable growth in any region or municipality. However, none of these groups have long term sustainable growth as a core responsibility and therefore the topic is most often not directly subject to the focus or resourcing it warrants
- In addition, the continuous change cycle of elected members and senior officers for all the above mentioned groups does not support the continuity of leadership needed to address such a topic
- Human resources or budgets are not currently available for Sustainable Population Strategy work by Council
- There is a general lack of awareness and understanding of leaders specifically and the community generally about the real state of performance of the municipality
- Not having this understanding makes the development of strategic responses impossible. The imperative for change is not understood by the wider community
- The Community Satisfaction Survey 2008 shows the "Overall Performance of Council as 51% compared to 60% for Large Rural Shires (DPCD, Community Satisfaction Survey)
- The Community Satisfaction Survey 2008 shows the "Advocacy" role of Council as 54% compared to 62% for Large Rural Shires (DPCD, Community Satisfaction Survey)
- The Community Satisfaction Survey 2008 shows the "Customer Contact" role of Council as 69% compared to 70% for Large Rural Shires (DPCD, Community Satisfaction Survey)
- The Community Satisfaction Survey 2008 shows the "Engagement" role of Council as 45% compared to 58% for Large Rural Shires (DPCD, Community Satisfaction Survey)

- The Victorian Community Indicators 2007 report that 74% of COS people have participated in a community engagement activity in the previous year compared to 68.1% for the Barwon SW and 53.8 for Victoria. This could indicate a challenge to improve the quality and outcomes of engagement rather than the number of opportunity to engage (DPCD, Community Indicators, 2007)
- The Community Satisfaction Survey 2008 shows the "Enforcement of Local Laws" role of Council as 61% compared to 64% for Large Rural Shires (DPCD, Community Satisfaction Survey)

Key Result Area

2. Physical Infrastructure and Assets

Objective:

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

Municipal wide challenges:

Climate Change Impact on Infrastructure

We know this is a challenge because:

- See Section 4 Environmental Management for evidence of Climate Change
- Higher temperature ranges impact on the service life and maintenance schedules of infrastructure such as road surfaces, rail, drains and subterranean pipes including water, gas and sewage
- Sea level rises will mean buildings and infrastructure near the coast may be subject to inundation and/or damage e.g. paths, harbours, jetties, retaining walls and land previously used for recreation and open space may disappear
- Storm events and fires result in damage, destruction to property and infrastructure as well as significant human impact – physical, resources and emotional
- Infrastructure providers will need to consider and the effects of climate change and energy conservation with long term assets maintenance and planning
- Buildings, infrastructure and assets may need to be altered or upgraded to cope with the impacts of higher and more extreme temperatures.

Public Transport Limitations

Good public transport and transport infrastructure enhances the ability for people to access and move within the municipality for business, tourism, jobs and service provision.

There is evidence of severe limitations in the provision of public transport within the Colac Otway Shire

This situation is common for regional cities and towns that do not have the critical mass of population needed to support higher levels of service.

Critical mass is most often regarded as around 20,000 people or similar populations to Warrnambool. Colac central has approximately half this population.

We know this is a challenge because:

The Colac Neighbourhood Renewal Survey 2007 included 300 people surveyed in Neighbourhood Renewal Areas (NRA) and 150 people in Non-Neighbourhood Renewal Areas:

- For "what is your main form of transport" in NRA, there was:
  - a 12% drop in people using a car from 77% in 2004 to 65% in 2007
  - 1% recorded public transport in 2007 compared to 0% in 2004
  - Taxis use dropped from 5% to 3% in 2007
  - Walking stayed the same at 14%
  - Cycling is a low 1% in 2007

- For "How would you generally rate public transport services for people in your neighbourhood?"
  - 76% of NRA respondents rated it as Poor or Average in 2007 compared to 73% in 2004
  - 81% of Non NRA respondents rated it as Poor or Average in 2007 compared to 70% in 2004
- For the open question "What do you think needs to be done to improve public transport services for people in your neighbourhood"
  - 48% commented on "having a bus service, more buses and more bus routes"
  - 15% said "improve taxi service/more taxis"
  - 10% said "more information about what (public Transport) is available"
  - 18% of COS people surveyed in the Victorian Community Indicators 2007 said they "experienced limitations or restrictions to their day to day transportation in the previous 12 months". This result compared to 16.4% for the Barwon South West and 20.3% for Victoria

Council specific challenges:

- The Community Satisfaction Survey 2008 shows the Local Roads and Footpaths for Council as 44% compared to 51% for Large Rural Shires (DPCD, Community Satisfaction Survey)
- The Community Satisfaction Survey 2008 shows the Appearance of Public Areas for COS as 64% compared to 68% for Large Rural Shires (DPCD, Community Satisfaction Survey)
- Providing sufficient funding to maintain the existing assets at levels which are acceptable to the community
- The current asset renewal gap could increase to $1.2M per year over the next 20 years, if not addressed
- Council will need to work with the community to develop an appropriate set of strategies to minimise the renewal gap to acceptable and affordable levels
- Improve the condition of local roads and footpaths to match community expectations of levels of service
- Balance the needs of current residents/users whilst planning for future generations
- Build new and upgrade existing assets that meet the current and future needs of the community
- Build new Council infrastructure to meet the future impacts of climate change
- Advocate for an increased standard of transport and main road networks that provide connectivity to the community both locally and regionally

Key Result Area

3. Land Use and Development

Objective:

Council will engage, plan and make decisions about land use and development that takes into account the regulatory role of Council, its diverse geography, social, community, economic and environmental impacts for current and future generations.

Municipal wide challenges

Sustainable Strategic Land Use Planning and Development

Whilst predominantly a challenge for Council, sustainable planning and development is constantly influenced by demographic change but Climate Change has now emerged as a higher profile consideration.

This challenge area involves and affects residents, investors, developers and services providers as the Shire operates in a market driven, supply and demand environment.

We know this is a challenge because:

- Housing types will need to cater for the forecast increase in the 60 plus age group of 40% or 1870 people by 2031 from a base of 4,634 in 2006 (Id Profile)
- Lone person households will increase from 27.5% in 2006 to 32.6% in 2030. This is a net increase of 1163 households by 2030 (Id Profile)
- Families with dependants will decrease from 29.2% in 2006 to 25.7% in 2030. This will still see a net increase in the number of households of 280 (Id Profile)
- Household sizes are forecast to decrease from 2.43 persons per household average in 2006 to 2.29 in 2030 (Id Profile)
- Urban development in the COS generally follows the pattern for Australia of expanding through relatively low density, new greenfield site subdivision development rather than urban infill
- The two largest contributors to Greenhouse Emissions are Energy (electricity) and Transport (vehicles) with both influenced by strategic land use planning (Greenhouse, 2007)
- There have been energy efficiency gains in recent years through a combination of increased energy rating requirements for buildings and product energy efficiency improvements
- However, these gains have been offset by population growth characterized by less people, living in larger houses, using increased transport and number of electrical appliances including air conditioning
- Scientific predictions of increased sea levels associated with climate change – the Victorian Coastal Strategy 2008 requires planning to take account of a minimum 0.8m sea level rise
- Long term shift in farming patterns in the northern part of the Shire particularly due to reduced rainfall

  Lake Colac dried up early in 2009, with more intense weather events such as drought, flooding and fire

Managing the Demand for Rural Residential Lifestyle

There is an increased demand on land use from people seeking out the "tree change" or rural residential lifestyle.
This places increased pressure on protecting productive agricultural/rural land and long term economic sustainability.

We know this is a challenge because:

- Strong demand for rural residential living – numbers of dwellings approved on rural lots in past years
- Ageing farmers retiring and disposing of land in multiple land parcels to maximise financial gain, fragmenting larger farming units
- Increasing numbers of planning applications for dwellings on smaller sub standard lots in rural areas (outside of townships)
- Reduced farm income of 60% or $70m since 2004 to 2008 and a similar increase of 60% for interest paid per annum, per capita during the same period

Increased Planning Scheme Complexity and Regulatory Requirements

We know this is a challenge because:

- Increased extent of controls applying under the Planning Scheme over recent years, partly as a result of local initiatives, but mainly due to State Government decisions reflecting environmental risks such as landslip and wildfire, and policies for coastal and rural protection
- Lack of understanding in the general community about the strategic directions for the Shire and purpose of planning controls
- Lack of understanding of how the Planning Scheme operates and/or the basis for decisions being made

Council specific challenges:

- Undertaking strategic planning that positions Council for future growth, including planning to accommodate future residential and commercial growth in Colac and Apollo Bay
- Considering the impact of climate change on planning decisions
- Preservation of productive rural areas for agriculture and direct rural residential development to defined areas
- Preservation of scenic and cultural landscapes
- Planning for climate change and development tools to address sea level rise
- Balance coastal growth with township character consistent with the Victorian Coastal Strategy and local structure plans and neighbourhood character studies
- Ensuring high quality development and attractive streetscapes
- Responding appropriately to environmental risks such as landslip, wildfire, flooding, salinity and acid sulfate soils
- Maintain an update to date and streamlined Planning Scheme that effectively conveys local planning policies
- Planning for the long term sustainability of the smaller townships through structure plans
- Educating the community on planning and building controls

- Increase awareness of information requirements and processes in planning and building approvals
- Appropriate resourcing for ensuring compliance with planning and building regulations and discouragement of illegal buildings/works

Key Result Area

4. Environmental Management

Objective:

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

Municipal wide challenges:

Climate Change

The negative consequences of Climate Change are not unique to Colac Otway Shire.
However, Climate Change will affect the Shire and community in areas of the economy, agriculture, biodiversity, land use, emergency response, infrastructure provision and maintenance.

Climate Change is characterised by average and extreme temperature increases, lower rainfall, increased storm events and raised sea levels.

This challenge has two elements with the first being the most difficult to influence locally in:

- Minimising the prime cause of Climate Change in greenhouse gas emissions
- Managing and mitigating against the impacts of climate change

There may be positive consequences and opportunities of Climate Change that could include new agriculture opportunities and carbon trading.

We know this is a challenge because:

- Climate Change is the direct result of greenhouse gas emissions with the following four sectors being the primary contributors for Victoria in 2005:
  - Energy Industries (66.77 Mt $CO^2 - e_2$)
  - Transport (20.57 Mt $CO^2 - e_2$)
  - Agriculture (15.73 Mt $CO^2 - e_2$)
  - Land Use (-3.49 Mt $CO^2 - e_2$) [13]
- Whilst the greenhouse emission profile for Colac Otway is not separated from Victoria, it can be assumed transport, agriculture and land use would provide the major regional impacts. (note: land use is positive due to carbon sequestration)
- [ii]The CSIRO Climate Change Report shows there has been a marked decline in the region's rainfall over the past decade. Between 1998 and 2007 the region's average rainfall was 12% below the 1961 to 1990 average [11]
- Reductions in the total average annual rainfall of around 4% are expected, with the greatest reductions occurring in spring (7%) [11]
- CSIRO reports run off into the major waterways in the region are expected to decrease by between 10% and more than 50% by 2070. This includes the Barwon, Moorabool, Cumberland, Wye and Leigh Rivers, Lake Corangamite, Hopkins and Glenelg Rivers [11]
- By 2030, average annual temperatures in the region will be around 0.8°C warmer with winters warming slightly less than the other seasons (0.6°C). The number of hot days (days over 30°C) is also expected to increase [12]

- The average global temperature has increased by 0.6˚C over the past century and by about 1.0˚C in Victoria since 1950. In the future, the average global temperature is expected to increase by between 1.1 and 6.4ºC by 2100 [12]
- Bushfire risk is also expected to increase [12]
- Although average annual and seasonal total rainfall is expected to decline, the intensity of heavy daily rainfall is likely to rise in most seasons. However, fewer rain-days are anticipated with more droughts [12]
- Some impact studies have already been carried out, and have identified:
    - increased heat stress on dairy cattle, reducing milk production unless management measures such as shade sheds and sprinklers are adopted
    - heavy rains and winds from storm events will also contribute to crop damage and soil erosion
    - declining rainfall presents a risk to some traditional agricultural industries, tourism ventures and the ability to sustain the growing population [12]
- The Victorian Coastal Strategy 2008 recommends planning for sea level rise of not less than 0.8 metres by 2100
- The Future Coasts Work of the Victorian Government is not yet completed. This work will assess the vulnerability of Victoria's coastline to sea level rises to support the development of strategies to help communities and industry respond and adapt at a local level
- The Annual Cost of Climate Change for the Great South Coast including Colac Otway is $1,926 per household which Ranks 34/64 Australian Regions (SoR, State of Region Report, 2008-09)

Sustainable Energy and Water Use

Energy produced and used in the form of electricity from coal fire generators and fuels for transport are the two largest contributors to greenhouse emissions. Both are forecast to increase with population growth and the higher reliance on transport and products such as air conditioners, computers and entertainment systems.

Water supply from rainfall and runoff to streams and catchments is forecast to reduce whilst demand due to population growth and industry development is forecast to increase.

The challenge is therefore to reduce water consumption and energy use per capita.

We know this is a challenge because:

- The Colac Otway municipal district provides a significant proportion of the Barwon Region's water supply catchment capability
- Demand is increasing due to population growth in major urban areas around Geelong and the Surf Coast with annual forecast growth rates to 2021 of 1.55% and 2.66% respectively
- Whilst Colac Otway is expected to grow at 0.6% per annum to 2021, in real terms this is 2200 people compared to 53,000 for Greater Geelong and 11,000 for Surf Coast
- Water supply has decreased and is forecast to decrease due to climate change, less rainfall and below average streamflows into catchments
- Barwon Water Supply Demand Strategy released in August 2007 includes:
    - Urban water shortfall – continued average inflows will mean a 467 ML/year shortfall for Colac's water supply by 2030 however
    - Water provided by actions in the Supply Demand Strategy will realise 1,046 ML/year when implemented

  - The Supply Demand Strategy includes hierarchy of actions of: Conservation & Efficiency; Augmenting Supply; Reuse & Recycling; Infrastructure/Other options

- Energy profiling is not yet available for Colac Otway as this is a difficult and expensive task for one Council to undertake due to the numerous and private sources of input information e.g. electricity wholesalers and retailers
- However it is expected that, as for suburban Melbourne, energy efficiency gains have been offset by less people living in larger houses that have more appliances than ever before
- Urban development in Colac Otway follows the general pattern for Australia and relies on expanding the urban footprint (Greenfield sites) rather than urban infill at higher density rates. This later approach is a far more energy efficient approach and supports the provision of affordable housing however, planning practices and community attitudes must change to effect this change
- The challenge is that there are entrenched housing supply and demand behaviours reinforced by property buyers and developers that perpetuate 'traditional' housing and settlement patterns that are unsustainable
- Dispersed residential development forces people to travel for work, education and access to general services. It continues the increased reliance on transport and subsequent energy consumption

Pest, Plant and Animal Control

We know this is a challenge because:

- The DPI Noxious Weed Review for the Corangamite region found 246 noxious weed species in the region
- Serrated tussock, gorse, ragwort and blackberry are all wide spread. All of these weeds are very difficult to control once they have infested an area
- The Corangamite Regional Catchment Strategy 2003-2008 states that rabbits and foxes have thrived on both public and private land in the region and that the Calicivirus did not have the same impact on the rabbit population as seen in the drier parts of Australia

Native Plants, Animal and Habitat Protection and Enhancement

We know this is a challenge because:

- Over three quarters of the region has been cleared. Habitat destruction is the greatest threat to native fauna
- The Corangamite Regional Catchment Strategy 2003-2008 states that the greatest loss to the region's native vegetation is attributed to land clearing and that habitat destruction results from a wide range of activities including land clearing; cultivation; grazing of stock on roadsides and wetlands; coastal sub-divisions; inappropriate forest management practices; and impacts of public utilities
- NOTE: The Victorian Government DSE is developing a "**Biodiversity White Paper**" due for release in 2009 to:
  - Set the direction for Victorian Government policy and investment priorities in natural resource management, land health and biodiversity for the next 20-50 years
  - Consider how environment and natural resource management activity at the regional, catchment, local and farm scale, and on public land, is contributing to Victoria's overall environmental health

Waterway Protection and Enhancement

We know this is a challenge because:

- River condition was reassessed by the Index of Stream Condition in April-May 2004. In the Otway Coast Basin, which has 60 per cent forest cover, the waterways are in good or excellent condition
- Overall, the condition of waterways in the Lake Corangamite Basin is either marginal or poor. This is due largely to past clearing for agricultural pursuits and drainage of wetlands
- In the Barwon Basin most of the waterways are in marginal to poor condition with the few streams in excellent or good condition mainly in the water supply catchment areas
- The Corangamite Regional Catchment Strategy 2003-2008 states the degradation of stream condition is widespread, with removal of streamside vegetation, bed and bank erosion, obstructions to fish passage, extensive woody weed invasion and reduced water flows being the major causes
- The condition of the lakes and wetlands in the region are also degraded. These areas are important habitat for many migratory species
- Management of wetlands on private land is very difficult because many are located on private land where they have been drained to allow agriculture to be undertaken

Coastal and Marine Protection and Enhancement

We know this is a challenge because:

- The Great Ocean Road coastline is an internationally recognised icon, the protection of which is made complex due to the amount of tourism and residential development pressure
- The dune systems, estuaries and marine environment along the coast are generally in good condition because of the majority of these areas being located on public land however the Victorian Coastal Strategy has identified that three major issues that threaten this condition is climate change; population growth; and marine ecological integrity

Council specific challenges:

- The Community Satisfaction Survey 2008 shows the "Waste Management" role of Council as 67%
  (DPCD, Community Satisfaction Survey)
- Advocating on behalf of the community on issues outside of Council's control
- Protection of environmental values on Council owned and managed land
- Protection of environmental values on private land through provision of planning advice
- Diversity of our built and natural environments
- Diversity of land use across the region
- Recruiting and retaining suitably qualified staff
- The scope of climate change issues and the limitations on Council's influence
- Development of a Colac Otway Shire Environment Strategy
- Address the future Waste and Recycling needs of the municipality

Key Result Area

5. Economic Development

Objective:

Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.

Municipal wide challenges:

Improve Economic Performance

The economy of the municipality is comparatively average to below average in the areas of business income, construction investment, average wages and productivity.

We know this is a challenge because:

- The State of Regions Report 2008-09 data for COS shows a 33% decline in Total Business Income from $164m in 2004 to $110m in 2008
- Farm Income is part of Total Business Income and has recorded a significant decline of 60% from $120m in 2004 to $50m in 2008
- The exact reasons for this significant drop in Business and particularly Farm Income need to be established
- The dairy industry is a major producer in COS and these income figures DO NOT include recently announced drops in the farm gate price for milk and milk solids
- The dairy industry has seen average per litre milk prices of 30c/ltr from 2001 to 2007 and 50c/ltr in 2007/08
- Interest Paid per capita has risen 60% between 2004 and 2008 recording $2,130 and $3,380 respectively
- The top industries for employment in 2006 are: Retail (1,369); Agriculture (1,337); Health & Community Services (1,031); Manufacturing (1,030); Construction (660); Property and Business Services (617)
- The largest increase in employment between 2001 and 2006 has been in Government Administration and Defence with 50% growth of 239 people
- Property and Business Services grew 34.5% or 213 people followed by Construction with growth of 24.1% or 159 jobs
- Agriculture Forestry and Fishing declined by 170 jobs or 12.7% between 2001 and 2007
- Industry Output and Forecasting is how regional product, value add and efficiency is measured however this data is not yet available for COS. It will come available as part of the Great South Coast Municipalities Strategic Plan development process schedule for 2009
- Average weekly incomes for Colac Otway are 20.5% below the State average at $32,115
- Average wages per capita have risen 17% between 2004 and 2008 recording $13,200 and $15,400 respectively
- During the same period of 2004 to 2008, Business Value Add per Capita has decreased slightly from $21,000 to $20,600 respectively
- The total combined value of residential and non residential construction has decreased 10% from $62m in 2003 to $56m in 2008. It is forecast to drop to $42m in 2009

- Impact of the Global Financial Crisis is not known e.g. Retail is vulnerable to rapid economic shifts due to reliance on income and discretionary spending
- The 2007-8 State of Regions Report shows Colac Otway as part of the VIC West Region which was ranked 41 of 64 Regions for Business **Productivity** and 36 of 64 for Business **Value Add**

Availability of Skilled and Capable Workforce

The short and long term provision of a skilled and capable workforce has a major impact on the Shire's economy as it limits current output and hampers further development and investment.

We know this is a challenge because:

- Unemployment rate for the September 2008 quarter for the Colac Statistical Local Area (SLA) was 4.2%, a decrease of 1.5% for the same period in 2007. This is below the Victorian average of 4.5% but higher than the national average of 4%
- When the Colac North and South SLA's are included, the unemployment rate drops to 3.1% for the September 2008 quarter
- Labour Force Participation is 61.9% and higher than the Victorian average of 60.8%
- By 2021, the working age group of 18 to 60 years will grow at a rate that is one sixth the growth to be experienced in the 60 plus age group
- Government (DPCD and DEWR) Surveys show skills shortages in all key industry sectors in the Geelong and Colac Local Government Areas (Vic Government, 2007)
- An average of 14 per cent of the 1,078 vacancies in the Geelong and Colac LGA's remained unfilled over the previous 12 months, however this varied significantly across industries
- Vacancies in the Property and Business Services industry were the least likely to be filled, with one quarter (25 per cent) of the 113 vacancies remaining unfilled
- Employers in the Transport and Storage and Manufacturing industries also had significant difficulty filling vacancies with around one-fifth of vacancies in both industries remaining unfilled
- Employers in the Health and Community Services and Construction industries reported that they were able to fill most of their vacancies with less than six per cent remaining unfilled in each industry
- Around one-fifth (22 per cent) of employers had one or more unfilled vacancies in their business

Council specific challenges:

- The Community Satisfaction Survey 2008 shows the "Economic Development" role of Council as 59%, the same rating as for all Victorian Large Rural Shires (DPCD, Community Satisfaction Survey)
- Council is but one player in the economy of the municipality and has limited funding and ability to directly influence economic outcomes
- Council does however have a powerful leadership and advocacy role that can influence economic outcomes for the Shire

Key Result Area

6. Community Health & Wellbeing

Objective:

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

Municipal wide challenges:

Creating Higher Levels of Community 'Advantage'

The Colac Otway local government area has a long term trend of social disadvantage.
The level of disadvantage is measured by the Federal Government ABS Social Economic Index For Areas (SEIFA). It shows the prevalence of disadvantage in the Colac central part of the shire.

Colac's SEIFA Index can be compared to other places in Victoria such as Corio, Whittington, Morwell, Moe and Camperdown.

Socio-economic indicators for Colac Otway show long term negative trends.
These trends are consistently below average and likely to continue to decline unless interventions are introduced.

We know this is a challenge because:

The State of Region Report demonstrates a direct correlation between broadband access, productivity, employment and average weekly incomes.

There is also direct correlation between education levels, broadband use, innovation, value adding, productivity, average wages and social disadvantage with the following providing some headline indicators:

- Average annual incomes for Colac Otway are 20.5% below the State at $32,115 compared to $40,393
- 42% of Colac Otway adults have Broadband Internet Access at Home. This is 19% below the Victorian average of 61% and the lowest in the Barwon West (DPCD, Community Indicators, 2007)
- The State of Regions Report 2008-09 shows the VIC West Region at 54 of 64 for Business Innovation
- The Colac Otway municipality performs badly for the highest year of school completed. People aged 20 to 24 record (ABS 2006) are: (Cooke, 2009)
    - 100% more likely to have completed Year 8 than the average for Victoria
    - 164% more likely to have completed for Year 9
    - 84% more likely to have completed Year 10
    - 125% more likely to have completed Year 11 and
    - 28% LESS likely to have completed Year 12
- The Colac Otway Shire SEIFA Social Disadvantage index of 967.3 is the second worst in the Barwon West behind Glenelg at 962 (Id Profile)
- The Great Ocean Road-Otways and Rural South are rated as Socially Advantaged with 1008.8 and 1003.7 respectively
- By contrast, the major population area of Colac Central has a SEIFA Social Disadvantage Index of 921.6

- The State of Region Report 2008-09 shows Business Value add per capita for COS has remained approximately the same from 2002 to 2008 at $20,600. This is below the average for the VIC West of $22,642

Servicing the Needs of an Ageing and Changing Population

Service standards and volumes are continually changing as the shires demographic profile and growth forecasts change.

We know this is a challenge because:

- Whilst the population is not growing significantly at 0.67% per annum there are increases of around 30% expected for the 70 plus age group in just 15 years
- The Department of Human Services estimates that people aged more than 70 years account for nearly one third of separations (29%) and nearly half (47%) of bed days for acute services

Improving Population Health

We know this is a challenge because:

Department of Human Service data for Colac Otway shows notable differences between COS and the average for Victoria in the following health related areas:

- Male Injuries (+32%)
- Male rate per 1000 -Cancer (+6%), Cardiovascular (+6%), Mental disorder (6.3%)
- Dental conditions per 1000 – +58.6%
- Life expectancy Males – minus 4%
- Life expectancy Females – minus 1.4%
- Death rate per 1000 from cardiovascular disease - +33.7%
- Death rate per 1000 from cancers - +23.6%

32% of residents believe drugs and alcohol are the main reasons that affect people's health and wellbeing

Housing Affordability

Housing Affordability is one of the main reasons people come to live in the COS.

Quality of Life, Jobs and Liveability are some of the other reasons people come to live in the municipality however, current performance data shows they are at risk of becoming challenges rather than competitive advantages.

We know this is a challenge because:

- [iii]The "reason people come to live in their current house in the shire" for 300 people surveyed in 2007 show that 52% do so for low cost housing (21%), public housing (19%) and no other housing available (12%) (Colac Neighbourhood Renewal)
- Bankwest Ranks the Housing Affordability for all Australian LGAs. Bankwest "House Price to Worker Earning Ratio" shows a ratio for COS of 1:3.4. A ratio below 1:5 is regarded as "affordable"
- The ABS "Percentage of Households with Housing Costs Greater than 30% of Gross Income" records COS at 13.4% which is below the Victorian average of 17.7% but getting close to the Country Victoria average of 14.9%

- The Colac Otway Housing Audit June 2007 shows increased pressure on private rentals with:
    - An increased of 40% in median rents between in June 2001 and June 2006; and
    - Housing and support workers report "high demand and low supply" of private rental properties, and that what is available is "expensive"
- The 2008 Bankwest "Quality of Life" index takes into account 10 factors that rank Colac Otway as 133 of 590 Local Government Authorities in Australia. The lower the ranking number, the better the ranking

Council specific challenges:

- The Community Satisfaction Survey 2008 shows the "Health and Human Services" role of Council as 73%, above the rating of 72% for all Victorian Large Rural Shires (DPCD, Community Satisfaction Survey)
- The Community Satisfaction Survey 2008 shows the "Recreation Facilities" role of Council as 55% compared to 66% for Large Rural Shires (DPCD, Community Satisfaction Survey)
- Recruiting and retaining suitably qualified staff
- Limited local service provider alternatives i.e. service providers both private and government
- Geographically spread community
- Demand on Council provided services and associated cost pressures

COLAC OTWAY SHIRE

DRAFT ANNUAL BUDGET

2012-2013

FOR THE YEAR ENDED

30 JUNE 2013

1 OVERVIEW 3

1.1 EXECUTIVE SUMMARY 3

1.2 BUDGET PROCESSES 8

2 RATING STRATEGY 9

2.1 CURRENT RATE STRUCTURE 9

2.2 CURRENT YEAR RATE INCREASE 9

2.3 RATING STRATEGY 11

3 SERVICE DELIVERY 12

3.1 SERVICE DELIVERY SUMMARY 12

3.2 CHIEF EXECUTIVE OFFICE 13

3.3 CORPORATE AND COMMUNITY SERVICES 18

3.4 INFRASTRUCTURE AND SERVICES 59

3.5 SUSTAINABLE PLANNING AND DEVELOPMENT 86

3.6 RESOURCES 108

4 APPENDICES 109

4.1 OVERVIEW TO APPENDICES 109

4.2 APPENDIX A - BUDGET STANDARD STATEMENTS 110

4.3 APPENDIX B - STATUTORY DISCLOSURES 117

4.4 APPENDIX C - CAPITAL WORKS PROGRAMME 129

4.5 APPENDIX D – KEY STRATEGIC ACTIVITIES 131

4.6 APPENDIX E – USER PAY CHARGES 132

1

OVERVIEW

1.1 Executive Summary

The 2012-2013 Budget will enable Council to deliver on key community priorities. These include the redevelopment of the Blue Water Fitness Centre Stadium, duplication of a stormwater outlet for Thomson Street at Apollo Bay, construction of a new play space at Elliminyt, redevelopment of the Central Reserve Oval, continued rehabilitation of landfills to EPA standards, and a commitment to high quality service delivery in all service areas.

Council continues to strive for balance in addressing the many competing priorities. These priorities include: whether to replace our aging assets; how to deal with increasing demand on services; balancing opportunities that occur, for example being in a position to contribute matching funding to government grants (whether large or small); and the struggle for municipalities like the Colac Otway Shire to generate sufficient income to meet these same competing needs.

Our pragmatic approach does maintain the focus on the elimination of the Infrastructure Renewal Gap. The Infrastructure Renewal Gap is the difference between what we should spend on renewal of roads and other assets as they reach the end of their useful lives and what we did spend. Through Council's financial discipline and responsible decision making, Council will continue to increase funds allocated to meet our infrastructure renewal target, providing a more sustainable base for Council long-term operations.

The 2012-2013 budget has been significantly bolstered by additional federal and state government funding provided for infrastructure projects. This includes funding for the redevelopment of the Bluewater Fitness Centre and a further $1.37 million in roads and bridges related activities as a result of the Country Roads and Bridges Initiative and Local Government Infrastructure Program. These funds have been allocated to the projects such as:

- Barham River Road Bridge, Apollo Bay
- Carlisle Valley Road Bridge, Carlisle River
- Upper Gellibrand Road Bridge, Barramunga
- Gane's Access Bridge, Carlisle River

The dramatic growth in services and facilities over the past decade is positive for the growth and development of Colac Otway Shire. Council has prepared a Budget for the 2012-2013 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, cash and investments, operating result, borrowing level, financial position, capital works and financial sustainability of the Council.

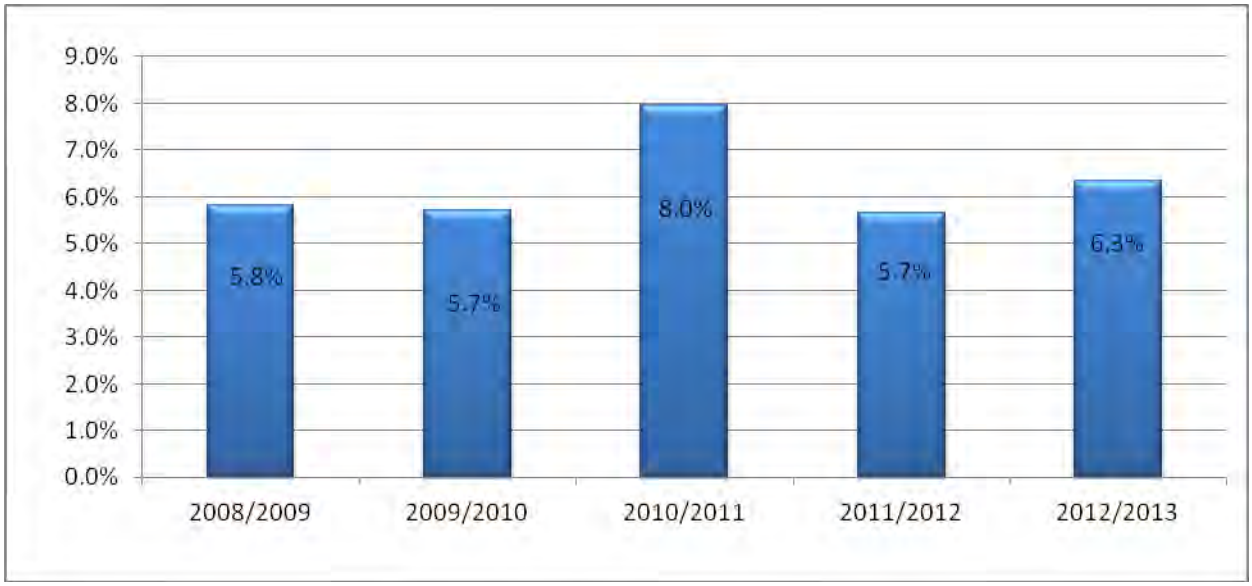
The key features of the 2012-2013 Budget are:

- An operating surplus achieved for the fifth consecutive year;
- Council continues to meet the Infrastructure Renewal Gap;
- The delivery of affordable rates – with an average rate and charges increase of 6.33%;
- Numerous projects designed to enhance the community;
- Delivery of a strong capital works programme; and

This has been achieved within the parameters of:

- Increased cost shifting from all levels of government;
- Careful monitoring of operating costs of service delivery; and
- Increased demands and expectations by the community and other levels of government.

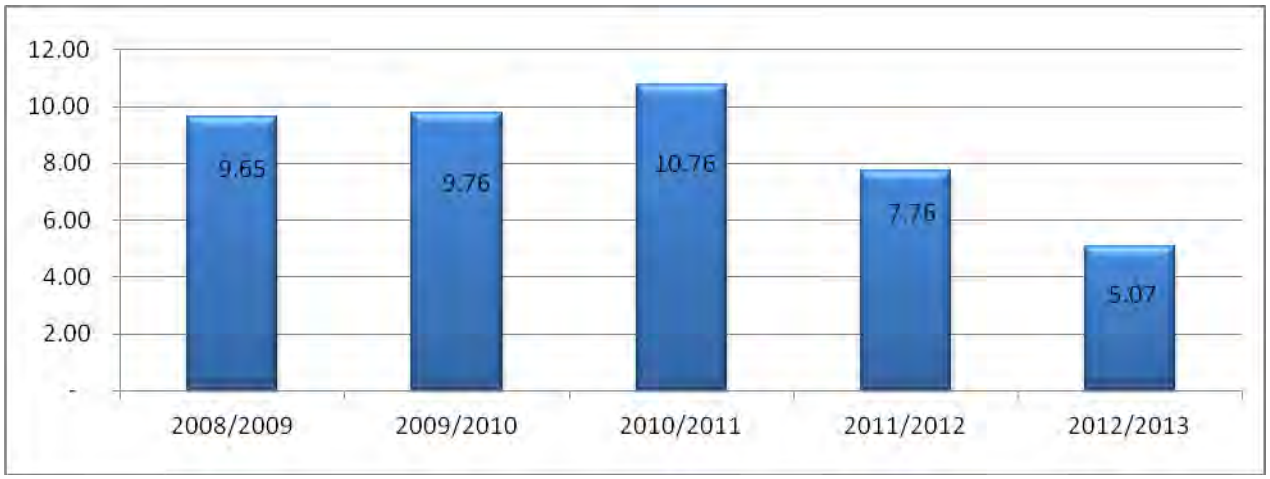
1.1.1 Rates



It is proposed that general rates and charges increase by an average of 6.33% for the 2012-2013 year. This equates to about $23.2 million in both rates and charges, such as the waste management charge, and is in line with Council's rating strategy. Council's rates and charges are directed towards the maintenance of existing services and infrastructure and are the largest component of Council's revenue.

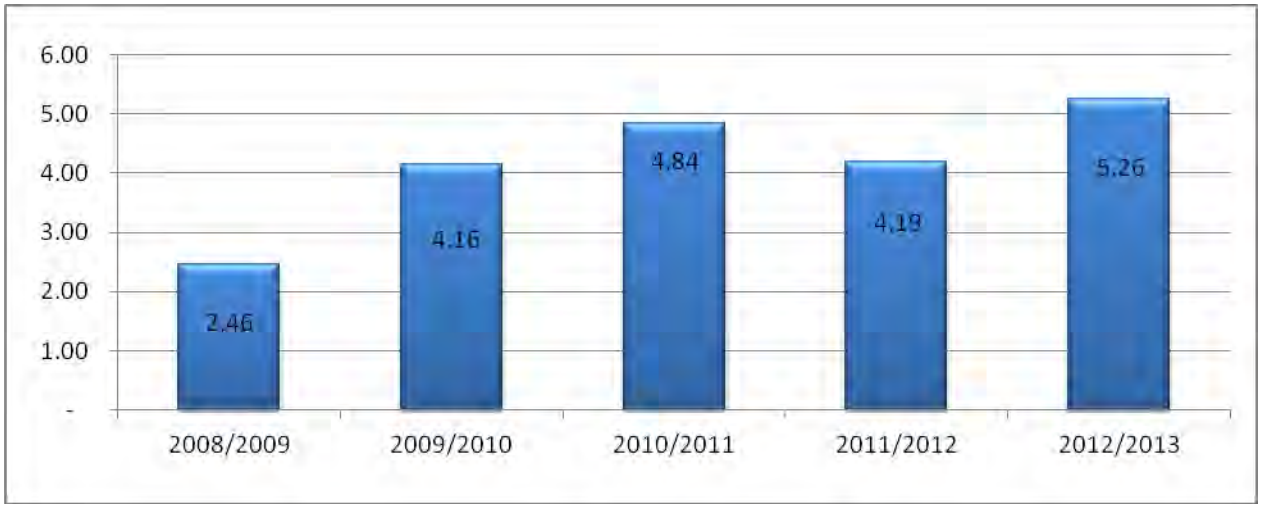
The impact on the average assessment for 2012-2013 is expected to be an increase of $94 or $1.80 per week, bringing the total average rates and charges per assessment to $1,586.

1.1.2 Cash and investments



As Council moves forward and completes outstanding capital works from the previous year and carries out the capital works programme planned for the 2012-2013 year, cash and investments are expected to significantly decrease by $2.69 million during the year to $5.07 million. This result is both positive with the expectation that the prior year and current year projects will be finalised in the 2011-2012 year and cause for concern with reduced cash levels.

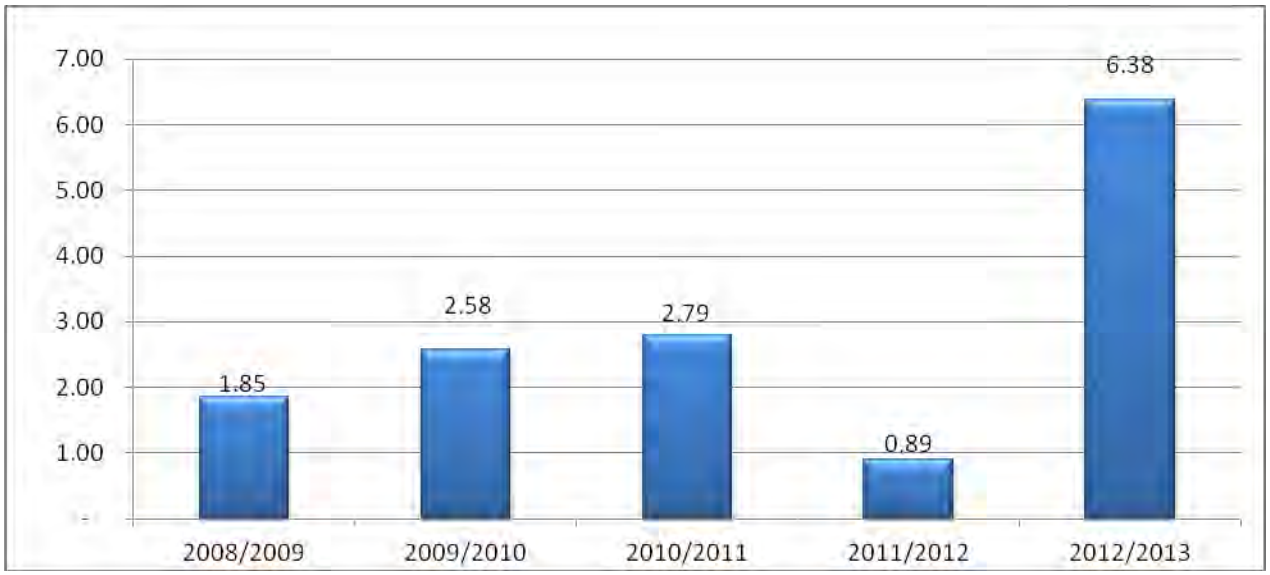
1.1.3 Borrowing Level



Council's current debt levels fall comfortably within the State Government's prudential ratio limits and are considered at a low level in comparison to similar large rural shires.

The 2012-2013 Budget does include additional borrowings of $1.5 million to fund the works at the Colac Livestock Selling Centre during the year. Council's level of debt will increase to a figure of $5.26 million. This level still allows Council considerable capacity for additional borrowings, should the need arise.

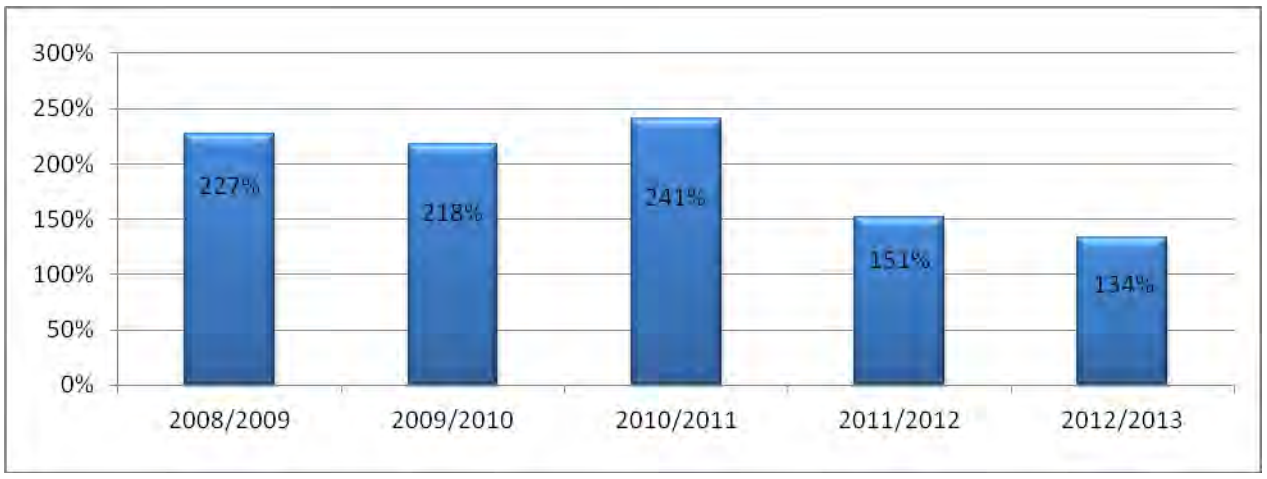
1.1.4 Operating result



The expected operating result for the 2012-2013 year is a surplus of $6.38 million, which is significantly higher than prior years. This surplus is a reflection of a significant injection by both state and federal governments in major infrastructure works for this community.

Council has in recent times made a concerted effort to improve the long term viability of Colac Otway Shire and to achieve an operating surplus. The focus has been to rely more heavily upon "own source revenue", which means revenue that Council can obtain from rates, fees, charges, income from Council facilities and business units. In the current environment, Council can ill afford to rely on both State and Federal government capital grants to fund Council's operations. This budget maintains the drive to reduce that reliance and to move forward towards a truly sustainable future for Council operations. Council will continue to vigorously seek grant opportunities however these opportunities should not fund core operating costs.

1.1.5 Financial position

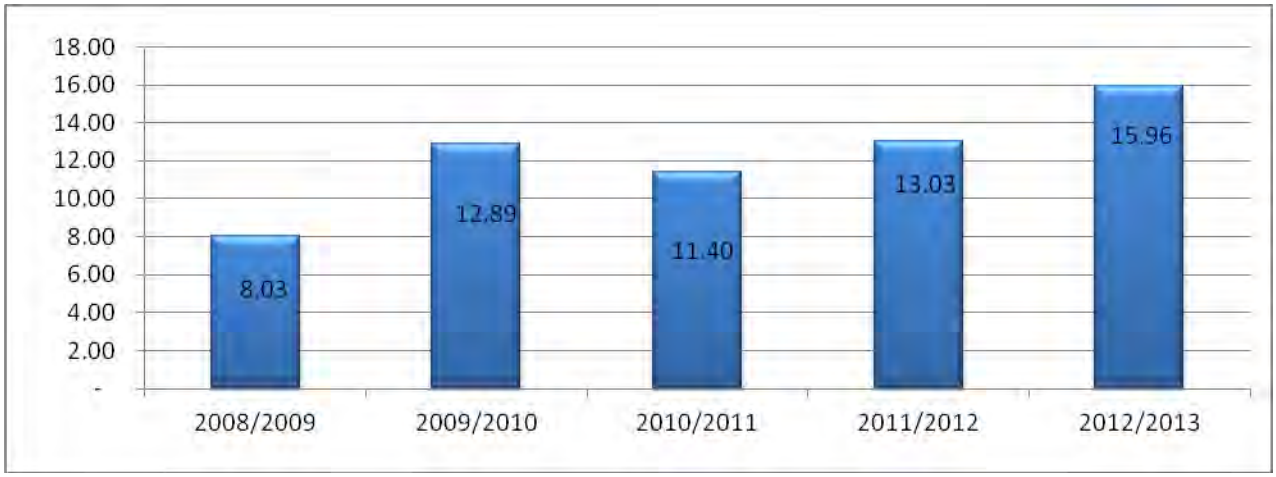


The financial position is measured by Council's working capital ratio (i.e. Current Assets over Current Liabilities) and refers to Council's ability to cover its immediate liabilities as they fall

due. The Victorian Auditor General uses this ratio as one of the indicators of financial strength and uses a threshold of 150% and above as an indicator of very low risk. The Municipal Association of Victoria (MAV) recommends that Councils maintain a threshold of 200% in order to remain sustainable. Council has maintained a consistently high ratio over the years and it is expected that this will continue into the future however, the current trend indicates that Council is not increasing its cash balances whilst also seeing a steady increase in current liabilities. This ratio is affected by increases and decreases in both current assets, such as cash and investments and current liabilities, such as interest bearing liabilities (loans).

Council's working capital ratio is expected to move from 151% to 134%.

1.1.6 Capital works

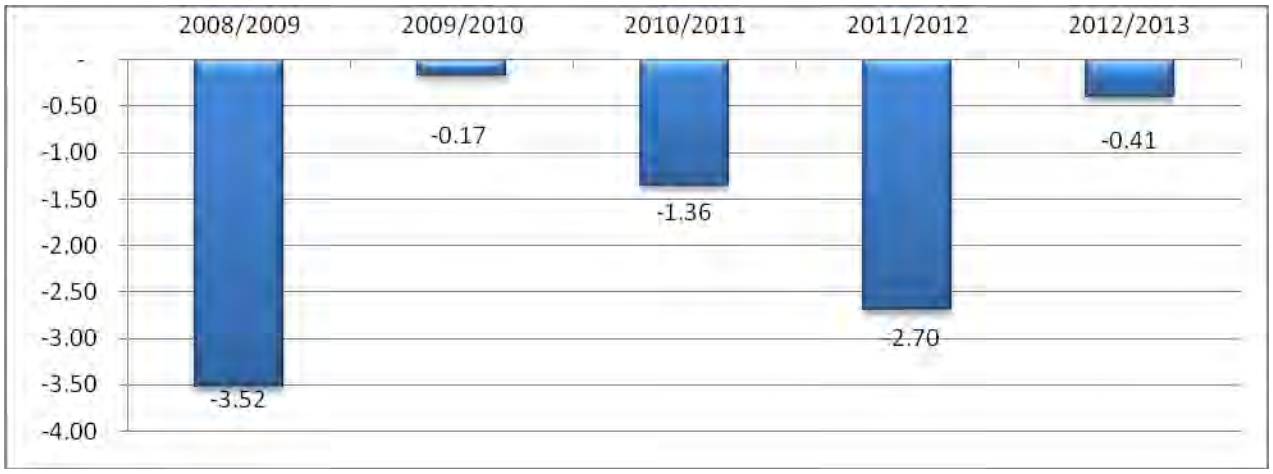


The capital works programme is driven by the condition of Council's various assets, such as roads and streets, bridges, drainage, parks and gardens, buildings, footpaths and machinery and plant. The condition of these assets varies, in that some age faster than others or are subject to more extreme weather conditions. The capital works programme needs to be responsive to our assets condition. This may mean that in some years, the capital works programme expands and in others it may contract, always keeping in mind Council's commitment to the elimination of the infrastructure renewal gap.

The capital expenditure programme in 2012-2013 has been set and prioritised based on a rigorous process of consultation and condition assessments that has enabled Council to assess needs and develop sound business cases for each project. This year's programme includes a number of major projects including the redevelopment of Blue Water Fitness Stadium, local road renewal works, upgrade of Central Reserve Oval, roofing of the Colac Livestock Selling Centre and significant bridge renewal works.

The capital works programme for the 2012-2013 year is expected to be $15.96 million.

1.1.7 Financial sustainability



Council's underlying result illustrates our long term reliance on capital related grant revenue; however a high level Strategic Resource Plan for the years 2012-2013 to 2015-2016 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. While the Plan projects that Council's operating result will continue to be in surplus by the 2015-2016 year, the underlying result is a decreasing deficit over the four year period.

The underlying result mentioned is really about whether Council's "own source revenue" matches or exceeds Council's operational expenditure. In other words, can we fund all of what we do, with the revenue we make from rates, fees, charges and other ongoing income streams? This underlying result excludes any capital grants or contributions or expenditure and only deals with the day-to-day services we deliver to the community and the maintenance of our assets. The result for 2012-2013 is seen as a positive step towards the longer-term goal of achieving a consistent underlying surplus.

In line with the Strategic Resource Plan, the 2012-2013 Budget sees a relatively status-quo of the Victorian Auditor General financial viability indices as a result of a continued operating surplus, prudent debt levels and the level of capital works. The table below gives an indication of how the 2012-2013 results may compare against the financial viability indicators of the Victorian Auditor General.

Victorian Auditor General – Indicators of financial viability	
Indicator	Risk Level
Underlying Result	Medium
Liquidity ratio	Medium
Self-financing Ratio	Low
Indebtedness Ratio	Low
Capital Replacement Ratio	Low
Renewal Gap	Low

Overall financial sustainability risk Low

If these indicators were the long term average then Council would be considered to be in a sound financial position.

1.2 Budget Processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the Act and Regulations.

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

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted and a copy submitted to the Minister by 31 August each year. The key dates for the budget process are summarised below:

Process Stages	Date
1. Budget Submitted to Council for approval "in principle"	18 April 2012
2. Public notice advising intention to adopt budget	20 April 2012
3. Budget available for public inspection and comment	20 April 2012
4. Public submissions period closes	1 June 2012
5. Submissions considered by Council	13 June 2012
6. Budget presented to Council for adoption	27 June 2012
7. Copy of adopted budget submitted to the Minister	9 July 2012

2 Rating Strategy

This section considers the Council's rating strategy including strategy development and assumptions underlying the current year rate increase and rating structure.

2.1 Current Rate Structure

Council has established a structure for property rating that comprises three key elements.

These are:

- Property values, which are considered to reflect capacity to pay; (State Government legislation);
- Municipal charges being a flat charge applied equally to all properties; and
- User pays component to reflect usage of services provided by Council.

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

Having reviewed the various valuation bases for determining the property value component of rates, Council made a decision some years ago to apply a Capital Improved Value (CIV) basis of rating on the grounds that it provides the most equitable distribution of rates across the municipality. There are no plans to change that basis.

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

The existing rating structure comprises differential rates for residential, farming and commercial/industrial properties. These rates are structured in accordance with the requirements of Section 161 "Differential Rates" of the Local Government Act.

*2.2 Current Year **Rate** Increase*

The budget document details the 2012-2013 operating position. It has been impacted by wages growth and reductions in government funding.

In the determination of the annual rate increase, Colac Otway's Rating Strategy recognises:

- Council's obligations under the Act to prudently manage financial risks and to provide reasonable stability in the level of rate burden;

- Responsible financial management objectives which include the achievement of operating surpluses, a balanced cash budget and a sound liquidity position;

- The importance Council places on responsibly maintaining, developing and enhancing its assets through a significant annual Capital Works Programme; and

- Community demand and Council commitment to maintaining Council's services and facilities.

To achieve the management and delivery of these objectives in 2012-2013 the budget recommends an increase of 6.33% in the average rates and charges per assessment. It is forecast that a total of $23.2 million in rates and charges will be raised including $100,000 from supplementary rates.

The average rates and charges per assessment for 2012-2013 are forecast to be $1,586. This is a $94 or $1.80 per week increase on the average rates and charges per assessment from 2011-2012 of $1,492.

The following table summarises the rates and charges to be made for 2012-2013 year.

A more detailed analysis of the rates and charges to be raised is contained in Appendix B "Statutory Disclosures".

Rate or Charge Type	How Applied	2011-2012	2012-2013
Residential – Colac (Base Rate)	Cents in $of CIV	0.3603	0.3759
Residential – Balance of Shire	Cents in $of CIV	0.3063	0.3195
Rural - Farm	Cents in $of CIV	0.2847	0.2970
Holiday Rental	Cents in $of CIV	0.3603	0.3759
Commercial/Industrial - Colac	Cents in $of CIV	0.5945	0.6203
Commercial/Industrial - Other	Cents in $of CIV	0.5045	0.5263
Municipal Charge	$ per property	$147	$149
Waste Management Charge - Weekly	$ per property	$274	$277
Waste Management Charge - Fortnightly	$ per property	$186	$186
Aire River (Special Charge) Drainage Scheme	$ per hectare	$0.20	$0.20
Tirrengower (Special Charge) Drainage Scheme	$ per hectare	$2.50	$2.50

The existing rating relativities between property types are as follows:

Rate Category	Relativity
Residential – Colac	Base rate
Residential – Balance of Shire	85% of Colac Residential
Rural - Farm	79% of Colac Residential
Holiday Rental	100% of Colac Residential

Commercial/Industrial - Colac	165% of Colac Residential
Commercial/Industrial - Other	140% of Colac Residential

2.3 Rating Strategy

Council determined that the rating strategy applied for the 2012-2013 Budget, Strategic Resource Plan and the Long term Financial Plan includes the following points:

1. The existing rating categories will be maintained, as indicated below:
    a. Residential – Colac
    b. Residential – Balance of shire
    c. Rural Farm
    d. Holiday Rental
    e. Commercial/Industrial – Colac
    f. Commercial/Industrial – Balance of shire
2. The current rating differentials will be maintained, as indicated below:

Rating Category	Differential
Residential – Colac	100%
Residential – Balance of shire	85%
Rural Farm	79%
Holiday rental	100%
Commercial/Industrial – Colac	165%
Commercial/Industrial – Balance of shire	140%

3. That the Municipal Charge value is to be calculated as 10 percent of the overall rates and charges to collected.

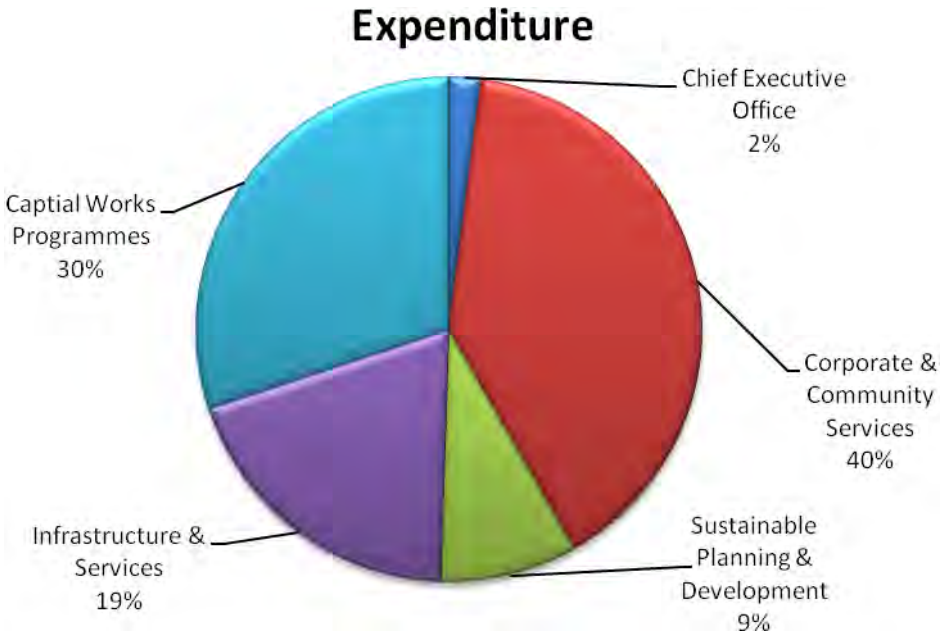
3

Service Delivery

3.1 Service Delivery Summary

The following provides a departmental summary of the services and activities to be funded in the Budget for 2012-2013 year.

The chart illustrates how the Council utilises the income it receives. The chart includes both operating and capital funding.



The information contained in the pages following provides details on the delivery of services and maintenance of community infrastructure, whilst being mindful of doing so within a fiscally responsible and sustainable framework. There has been rigorous and lengthy development and discussion in the building of the 2012-2013 Budget between all levels of Council and the positive steps taken move us forward towards a more sustainable future.

3.2 Chief Executive Office

3.2.1 CHIEF EXECUTIVE OFFICE

Mission

The mission of the Chief Executive Office is:

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

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

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

Activities

The Chief Executive Office has three main functions:

- Leading the Council organisation
- Providing support and information to Council and Councillors
- Coordinating communications including media, website and general community information/updates

In each of these roles, the Unit aims to set a high quality standard as a role model for the organisation in being responsive, organised, respectful, operating good governance principles and delivering high quality services and products that are valued by Council, the community and staff.

Budget

	Budget 2011/12	Budget 2012/13
Income	0	0
Expenses	450,927	464,833
Operating (Surplus)/Deficit	450,927	464,833

Financial Impact

The net cost for the Chief Executive Office has remained at similar levels to last year's budget.

The budget includes G21 Annual Contribution, Great South Coast Municipalities Group and other subscriptions.

Key Deliverables

- 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.
- Continue with the Councillor development program.
- Development of a new Council Plan.
- Undertake a Mayoral election annually, by 31 December, as per the Local Government Act.
- Conduct community forums throughout the Shire.
- Advocate for increased State Government recognition and funding as compensation for the Shire's larger than average area of non-rateable land.
- Advocate for appropriate State and Federal Government funding for community priorities.
- Participate in G21 and Great South Coast resource sharing forums and negotiations on regional strategic objectives.
- Maintain active involvement in key industry associations and forums: G21, Great South Coast, MAV, Super 11 and LGPro.
- Review Council Offices and Staff Accommodation to ensure appropriate space is provided to accommodate staff.
- Review and update procedures manual for EA to CEO and Councillors Team as necessary.
- Seek opportunities for sharing of resources and expertise across the region.
- Advocate for further improvements to the Princes Highway from Colac to the South Australian border.
- Advocate for upgrades to the Colac Skenes Creek Road and the Great Ocean Road.
- Develop a Civic and Cultural Precinct Plan for Colac.

New Initiatives

- Nil

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The Chief Executive Office directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.

Strategy: 1.1.1	*Lead the community in responding to the current and long term sustainability challenges facing the municipality.*
Strategy: 1.1.2	*Improve community engagement to ensure open, accessible, transparent planning and decision making.*
Strategy: 1.1.5	*Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government.*
Strategy: 1.1.8	*Continuously improve operational systems, processes and minimise risk.*
Strategy: 2.1.4	*Improve local and regional transport networks to ensure safety and accessibility.*
Strategy: 6.1.1	*Provide, facilitate or advocate for a range of health, recreation, community services and facilities.*

3.2.2 PUBLIC RELATIONS and MARKETING

Mission

The mission of the Public Relations and Marketing Unit is to provide services and activities to enhance the quality of life of our residents and visitors, now and into the future.

Activities

The Communications Unit supports the Mayor, Staff and Organisation by providing advice relating to internal and community communication and consultation; marketing and promoting Council services and events; promoting a positive image of Colac Otway Shire; and overseeing the maintenance of Council's website and intranet information.

Budget

	Budget 2011/12	Budget 2012/13
Income	0	0
Expenses	143,928	139,760
Operating (Surplus)/Deficit	143,928	139,760

Financial Impact

The net cost for the Public Relations Office has remained at similar levels to last year's budget.

Key Deliverables

- Continuing to promote a positive image of Colac Otway Shire through the promotion of COS achievement stories
- Continue to develop our relationship with media representatives
- Participate in the preparation and publication of the next Council Plan
- Develop sponsorship policy
- Development of Communication Strategies for key projects
- Building relationships with the media via regular catchups with CEO, Mayor and PR Coordinator, personal introductions to new key staff, and timely responses to inquiries where possible
- Ongoing website development
- Develop Communications Strategies for key projects, in consultation with project managers.
- Continuously improve and implement Council's Community Engagement Policy, Procedure and Toolkit.

- Develop systems to enable staff to keep their sections of the intranet and website current.

- Ensure Colac Otway Shire's website is accessible, easy to navigate, utilises appropriate web technologies and contains relevant and up-to-date information.

New Initiatives

- Nil

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Public Relations and Marketing services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfilll 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.*
Community Health & 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.*

Strategy: 1.1.9	*Communicate regularly, effectively and honestly with the community.*
Strategy: 6.1.2	*Promote and facilitate cultural and community events throughout the municipality.*

3.2.3 COUNCIL

Mission

The mission of the Colac Otway Shire 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 sustainability grow our community.

Activities

Nil

Budget

	Budget 2011/12	Budget 2012/13
Income	0	(13,000)
Expenses	346,060	480,527
Operating (Surplus)/Deficit	346,060	467,527

Financial Impact

The net cost for Councillors and the support of Councillors has remained at similar levels to last year's budget, however there are additional funds allocated to conduct the Council Elections in late 2012.

Key Deliverables

- Nil

New Initiatives

- Nil

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Council services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill its leadership, statutory and legal obligations to its community and staff in a way that is: fair, ethical, inclusive, sustainable, financially*

responsible and meets the needs and practical aspirations of current and future generations.

3.3 Corporate and Community Services

3.3.1 CORPORATE and COMMUNITY SERVICES MANAGEMENT

Mission

The mission of Corporate and Community Services Management is:

- To lead the Corporate and Community Services Business Units.
- To provide effective leadership to Division staff and promote the corporate values, standards and ethos including client responsiveness, collaboration and high quality services.
- Ensure that Council's administration systems of operation are responsive, accountable and transparent to internal users and to community needs.
- Develop and maintain good governance and administrative systems and practices through a strong commitment and adherence to democratic processes, legislative compliance and Council's values.
- To oversee Organisation Improvement activities in the Corporate & Community Services Department.
- To maintain high standards of financial stewardship and internal control in the delivery of internal services.

Activities

Corporate and Community Services Management provides executive support for the following units:

- Finance and Customer Services
- Health and Community Services
- Information Services
- Organisational Support and Development
- Recreation, Arts and Culture

Budget

	Budget 2011/12	Budget 2012/13
Income	(126,067)	(24,500)
Expenses	547,858	357,915
Operating (Surplus)/Deficit	421,791	333,415

Financial Impact

The reduction in net cost is due to the one off initial impact of Council's contribution to the Apollo Bay Library project.

Key Deliverables

- The Unit undertakes a range of diverse tasks aimed at satisfying the identified objectives in the Council Plan and also compliance with the requirements of the Local Government Act 1989 in relation to elections, statutory registers, local laws and financial obligations.
- The Unit supports other units by reviewing Council and Operational policies, Instruments of Delegation and other Governance and administrative requirements.
- Provide advice to staff on Governance and Administrative functions including: Privacy; Freedom of Information; Council Committees; and Legislative Compliance.
- Review of Council's Policies.
- Review the Procurement Policy & Other Procurement documentation.
- Coordinate the Procurement Excellence Roadmap Program including the arranging of meetings and involvement in the Regional Working Group.
- Prepare reports to the Internal Audit Committee as required.
- Develop a ten year financial plan that is integrated with Council's Asset Management Strategy.
- Annually Prepare Benchmarking Data on Rates & Charges across the Large Rural Councils.
- Coordinate the Portsea Children's Camp on an annual basis.
- Coordinate the Home and Garden and Young Ambassador Awards on an annual basis.
- Coordinate & organise Citizenship Ceremonies in conjunction with the Mayor.
- Servicing the Corporate and Community Services Department.

New Initiatives

- Additional Neighbourhood House Support/Donation

Fees and Charges Impact

The only direct fees levied are Freedom of Information and miscellaneous fees. Freedom of Information fees are set by statute. The application fees for a request for access to documents under the FOI Act are two fee units. As at 1 July 2010 the FOI fee is $23.90. The fee will increase as from 1 July 2011 (yet to be set).

Strategic Plan Impact

The provision of Corporate and Community Services Management services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*
Community Health & 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.*

Strategy: 1.1.1	*Lead the community in responding to the current and long term sustainability challenges facing the municipality.*
Strategy: 1.1.3	*Provide responsible financial management.*
Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 6.1.1	*Provide, facilitate or advocate for a range of health, recreation, community services and facilities.*
Strategy: 6.1.2	*Promote and facilitate cultural and community events throughout the municipality.*

3.3.2 LIBRARIES

Mission

The mission of the Corangamite Regional Library Corporation (CRLC) is:

- To provide resources for information, education, recreation and enrichment to all people in our community through library networks and other links.
- To offer services which are equitable, timely, responsive and efficient.
- To deliver service using staff expertise, teamwork and well designed effective technology and systems.

Activities

Colac Otway Shire contributes to the running costs of:

- The Branch Libraries at Apollo Bay and Colac and the Colac Annexe/sub-branch.,
- Outreach Library Service which visits a number of townships throughout the municipality and a home based service.
- CRLC administration and operations.

Budget

	Budget 2011/12	Budget 2012/13
Income	(7,000)	(15,500)
Expenses	650,348	668,012
Operating (Surplus)/Deficit	643,348	652,512

Financial Impact

The net cost for Libraries is $652,512 and has increased by $9,164 to last year's budget.

The 2012-2013 budget includes an increase in Council's contribution to the Corangamite Regional Library service as a result of:

- A full years costs of servicing of the Colac Library annexe; and
- Additional CRLC costs.

The Library budget also allows for an increase in operating costs at the new Colac Community Library and Learning Centre.

Key Deliverables

- The CRLC is committed to meeting the challenge of the contemporary information environment by providing quality library and information services through accessible branch and outreach facilities.
- Colac Otway contributes to the costs of the operations at the Apollo Bay and Colac Community Library and Learning Centre and operation and maintenance costs at the Colac Library Annexe Libraries.

- Implement the extension of the Apollo Bay Library and additional program spaces..

New Initiatives

- The extension of the Apollo Bay Library and additional program spaces.
- An increase in the annual book replacement program.
- The introduction of a second delivery each week to Colac Community library and Learning Centre.

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Library Services directly links to the Council Plan as follows:

Community Health & 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.*

Strategy: 6.1.1	*Provide, facilitate or advocate for a range of health, recreation, community services and facilities.*
Strategy: 6.1.5	*Review and reconsider the recommendations from the "Apollo Bay Library and Facility Development Project".*
Strategy: 6.1.6	*Implement the recommendations of Council for the Colac Library Annexe/Sub-Branch.*

3.3.3 FINANCIAL SERVICES

Mission

The mission of Financial Services is to ensure the financial sustainability of the Council through the following activities:

- Strategic financial planning
- Financial Management and reporting
- Budget preparation and monitoring
- Revenue Management
- Compliance with relevant legislation statutory requirements

Activities

Financial Services deals with the delivery of the following activities:

- General financial planning, management and reporting
- Budget preparation and monitoring
- Treasury
- Payables
- Systems management and development
- Inventory
- Payroll
- Superannuation
- Issue, maintenance and collection of rates
- Management and delivery of Council's revenue, receipting and accounts receivable activities
- Financial Management and reporting
- Taxation
- Procurement
- Asset accounting and asset record management
- Management reporting and advice
- Plant
- Personnel records
- Management of Cemeteries
- Property data base management
- Council property sale, acquisition and management

Also includes four (4) key areas of responsibility:

- Advisory services to Council
- Governance for the business unit and corporate activities
- Cadet Programme
- Strategic financial planning

Budget

	Budget 2011/12	Budget 2012/13
Income		
Finance	(6,434,978)	(6,562,205)
Vic Roads	(600)	(3,052)
Rates	(19,456,893)	(20,953,679)
Cemeteries	(2,880)	(2,450)
On-cost Recovery	(30,000)	(30,000)
Corporate Overheads	(38,000)	0
Total Income	**(25,963,351)**	**(27,551,386)**
Expenses		
Finance	1,030,668	976,499
Rates	599,585	471,088
Cemeteries	13,850	13,900
Corporate Overheads	175,200	252,600
Office Accommodation	111,200	122,000
On-Cost Recovery	96,690	30,000
Loan Interest	345,976	331,869
Depreciation	8,809,000	8,081,000
Total Expense	**11,182,169**	**10,278,956**
Operating (Surplus)/Deficit	(14,781,182)	(17,272,430)

Financial Impact

The net surplus for Financial Services of $17,272,430 is as a result of the inclusion of Grants Commission funding, property rates and charges and depreciation charges. The operating surplus has increased by $2,491,248 largely as a result of an increase in the rates and charges charged, being partially offset by a reduction in the depreciation charge and a reduction in the on-cost recovery activities. This activity relates to the allocation of various employee leave types, superannuation and other related costs. This is also affected by the increase in costs relating to the usual Award and EBA impacts.

Key Deliverables

- Development of accounting strategy and procedures for Volunteer and in-kind contributions.
- Development of modules in financial systems.
- Implement and monitor the Fraud Control Programme.
- 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.
- Develop comprehensive procurement and purchasing related procedures and business rules to supplement the procurement policy.
- Review and refine the 10 year Long Term Financial Plan in conjunction with the review of the Strategic Resource Plan.
- Review budget documentation.
- Update payroll procedures and system documentation.
- Comply with deadlines for the issue of rates and installment notices.
- Involvement in the preparation for the 2012 Council elections.
- Review existing financial, rating and revenue policies.

- Investigate ways to ensure effective communication between Building, Town Planning, Rates and Health Department.
- Review, enhance and manage Council's cemetery management obligations.
- Review, enhance and manage Council's property acquisition and disposal processes and procedures.

New Initiatives

- Financial Management Practices Manual development;
- Implementation of purchasing requisitions; and
- Implementation of procurement and contracts management systems

Fees and Charges Impact

There is no impact.

Strategic Plan Impact

The provision of Financial Operation services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfilll 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.*

Strategy: 1.1.3	*Provide responsible financial management.*
Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*

3.3.4 CUSTOMER AND SUPPORT SERVICES

Mission

The mission of Customer and Support Services Unit is to provide quality services to the Customers of the Colac Otway Shire.

Activities

Customer and Support Services coordinates and provides the first point of contact between the public and Council through the Customer Service Centres located in both Colac and Apollo Bay.

Customer and Support Services is also responsible for provision of:-

- Provision and quality of customer services at all council facilities
- Administration support to the unit
- Telephony service
- Cashiering

Budget

	Budget 2011/12	Budget 2012/13
Income	(1,200)	(1,500)
Expenses	363,007	429,892
Operating (Surplus)/Deficit	361,807	428,392

Financial Impact

The net cost for Customer and Support Services is $428,392 and has increased by $65,585 to last year's budget. This is due to an additional Customer Service Officer being engaged to support Council services. There are also costs associated with the usual Award and EBA impacts.

Key Deliverables

- Continually review the delivery of Customer Service to ensure community needs are met.
- Improve Council's Customer Service capability to increase customer satisfaction.
- Actively promote the delivery of responsive customer service across the organisation.
- Review the structure and resourcing in Customer Services as part of the Office Accommodation review.
- Review the Customer Service Performance Standards.

- Carry out an annual internal Customer Services survey.
- Develop a Customer Services Procedure Manual and resource folder including an up to date listing of each department/staff member's function/role for Customer Services staff.
- Development of procedures for receipting, cash balancing and banking.

New Initiatives

- Nil

Fees and Charges Impact

Photocopying fees are included under Customer Services.

Strategic Plan Impact

The provision of Customer Services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfilll 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.*

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*

3.3.5 HEALTH and COMMUNITY SERVICES MANAGEMENT

Mission

The mission of the Health and Community Services Unit is to work in partnership with allied organisations and engage with our communities to enhance individual and collective health and wellbeing through the planning and delivery of sustainable, accessible and effective services.

Activities

Council's Health and Community Services Unit is to provide planning and implementation of services and activities to achieve the Council Mission of working in partnership with our community to provide effective leadership and affordable & effective services.

Budget

	Budget 2011/12	Budget 2012/13
Income	0	0
Expenses	226,333	252,047
Operating (Surplus)/Deficit	226,333	252,047

Financial Impact

The net cost for Health and Community Services Management is $252,047 and has increased by $25,714 compared to last year's budget.

Key Deliverables

- Implement the recommendations of the H&CS unit review to ensure that it can research and respond to new requirements and needs from community and government.
- Further develop Colac Otway Shire's emergency recovery capacity by preparing Relief and Recovery Sub Plans, partnering neighbouring LGA's and working with DHS in planning, training staff and conducting drills & exercises.
- Implement the recommendations of the Heatwave Strategy.
- Implement strategies in the Drug Action Plan.
- Implement the Access, Equity and Inclusion Plan.
- Support neighbourhood houses through regional and local networks.
- Implement and promote the Public Health and Wellbeing Plan.
- Implement the Early Years Plan.

- Implement the Positive Ageing Strategy.

New Initiatives

- Expansion of Early Years Needs (Capacity Development)
- Implementation of the Improving Liveability for Older People (ILOP) Project.

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Health and Community Services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*
Community Health & 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.*

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 1.1.5	*Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government.*
Strategy: 1.1.10	*Meet our statutory obligations for community safety, security and responses to emergency situations.*
Strategy: 6.1.1	*Provide, facilitate or advocate for a range of health, recreation, community services and facilities.*
Strategy: 6.1.3	*Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community.*
Strategy: 6.1.4	*Support local communities to develop, grow and be great places to live.*

3.3.6 OLDER PERSON & ABILITY SUPPORT SERVICES

Mission

The mission of the Health and Community Services Unit is to work in partnership with allied organisations and engage with our communities to enhance individual and collective health and wellbeing through the planning and delivery of sustainable, accessible and effective services.

Activities

Older Persons & Ability Support Services (OPASS) provide a wide range of support services for the aged, people of all abilities and their carers that maintain independence "In the Home" and the Community.

The OPASS Unit provides the Home and Community Care (HACC) Program, which aims to enable older people and people with a range of abilities to remain living independently as long as possible in their own home/s and communities.
Services provided by Council include:

- Information, Assessment and Referral
- General Home Care
- Personal Care
- Respite Care
- Delivered and Centre Based meals
- Property Maintenance
- Community transport service for eligible HACC recipients
- Senior Citizen Centres
- Community Respite
- Community Aged Care Packages (CAPS)
- Help for the visually impaired
- Gentle Exercise and Wellbeing Program

Budget

	Budget 2011/12	Budget 2012/13
Income	(1,911,631)	(2,025,842)
Expenses	1,866,946	1,998,830
Operating (Surplus)/Deficit	(44,685)	(27,012)

Financial Impact

The net surplus for OPASS is $27,012 and has decreased by $17,673 to last year's budget.

Key Deliverables

- Continue to develop Community Respite for people of all abilities.
- Implement strategies in the Positive Ageing Strategy that are applicable to OPASS.

- Prepare a 3 year Diversity Plan.
- Review and update policies, procedures and work practices for 2012-2013.
- Introduce the Active Service Model into the care plan for HACC clients.
- Continue to plan with, develop and educate our vulnerable service users for Heatwave and Fire.

New Initiatives

- Identify partners within the disability field.
- Implement strategies for maintaining and varying service delivery options for our Community Care Workers.
- Work with other Council projects including Improving Liveability for Older People (ILOP), Transport Connections, Advancing Country Towns and TLC3.

Fees and Charges Impact

New fees have been included for some of our initiatives.

The fees for each client are reviewed on a regular basis.

Strategic Plan Impact

The provision of Aged and Disability Services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*
Community Health & 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.*

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 1.1.5	*Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government.*
Strategy: 1.1.8	*Continuously improve operational systems, processes and minimise risk.*
Strategy: 6.1.1	*Provide, facilitate or advocate for a range of health, recreation, community services and facilities.*
Strategy: 6.1.3	*Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community.*
Strategy: 6.1.4	*Support local communities to develop, grow and be great places to live.*

3.3.7 FAMILY DAY CARE

Mission

The mission of the Health and Community Services Unit is to work in partnership with allied organisations and engage with our communities to enhance individual and collective health and wellbeing through the planning and delivery of sustainable, accessible and effective services.

Activities

The Family Day Care Unit provides an efficient and responsive home-based child care service for children aged one month to 12 years in accordance with standards and policies of the Commonwealth Government, Australian Children's Education and Care Quality Authority, Family Day Care Victoria and Council.

The registered Educators offer care in their own homes and are resourced and supported by Family Day Care staff.

Family Day Care is sponsored by the Colac Otway Shire and receives funding from the Commonwealth Government.

Budget

	Budget 2011/12	Budget 2012/13
Income	(500,000)	(288,000)
Expenses	554,267	380,945
Operating (Surplus)/Deficit	54,267	92,945

Financial Impact

The net cost for Family Day Care is $92,945 and has seen an increase when compared to last year's budget. The service is mainly funded by Government contributions and levies.

Key Deliverables

- Ensure that Council remains licensed as a children's service.
- Participate in the implementation of the Early Years Plan.
- Maintain compliance with National Quality Standards through implementing processes, programs and training that will provide a quality service that will satisfy future spot checks.

New Initiatives

- Broaden this Unit's role in Family & Children's Services.
- Work with other local children's services such as the Blue Water Fitness Centre Crèche.

Fees and Charges Impact

Fees and charges have been reviewed and subsequently restructured to equitably distribute costs to families and educators.

Strategic Plan Impact

The provision of Family Day Care directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*
Community Health & 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.*

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 6.1.1	*Provide, facilitate or advocate for a range of health, recreation, community services and facilities.*
Strategy: 6.1.3	*Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community.*
Strategy: 6.1.4	*Support local communities to develop, grow and be great places to live.*

3.3.8 MATERNAL and CHILD HEALTH

Mission

The mission of the Health and Community Services Unit is to work in partnership with allied organisations and engage with our communities to enhance individual and collective health and wellbeing through the planning and delivery of sustainable, accessible and effective services.

Activities

The Maternal and Child Health Unit provides responsive Maternal and Child Health Services for children from birth to 6 years in accordance with Department of Education and Early Childhood Development Human Services Maternal and Child Health Service Program Standards, funding agreements and Council's policies.

Maternal and Child Health Services are provided at 9 locations throughout the Shire.

Services include contacting the families of all new babies in the Shire within seven days of birth, regular child health monitoring, ongoing parenting education, hearing screening for babies aged 7-9 months and vision tests for children aged over 3 1/2 years.

Budget

	Budget 2011/12	Budget 2012/13
Income	(180,000)	(189,000)
Expenses	301,149	312,490
Operating (Surplus)/Deficit	121,149	123,490

Financial Impact

The net cost for Maternal and Child Health is $123,490 and has increased by $2,341 from last year's budget. The budget includes an increased State Government grant which is based on the number of births in the previous financial year.

Key Deliverables

- Implement actions to increase the attendance in the Colac and Southern Otways Early Years Networks and link to the G21 Early Years Network.
- Increase capacity to better support the vulnerable, disadvantaged and new migrants through Enhanced Services.
- Work with Colac Area Health to improve meetings with Midwives and communication with Child First.
- Assist with the development of an Early Years Plan.

New Initiatives

- Implement changes as outlined in the Audit Report for Maternal and Child Health services.

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Maternal and Child Health directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*
Community Health & 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.*

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 1.1.5	*Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government.*
Strategy: 6.1.1	*Provide, facilitate or advocate for a range of health, recreation, community services and facilities.*
Strategy: 6.1.3	*Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community.*
Strategy: 6.1.4	*Support local communities to develop, grow and be great places to live.*

3.3.9 PUBLIC HEALTH

Mission

The mission of the Health and Community Services Unit is to work in partnership with allied organisations and engage with our communities to enhance individual and collective health and wellbeing through the planning and delivery of sustainable, accessible and effective services.

Activities

The Public Health Services Unit provides accessible responsive and dependable environmental health services which complement Council's commitment to the community and its visitors.

The Unit provides a variety of public health services including the enforcement of State legislation.

The Unit also works to enhance community health by developing health promotion and education programs.

Any concerns, requests or consumer complaints about food poisoning, food adulteration or poor food handing, establishing a food business, hairdressers, beauty establishments, tattooists, swimming pools and spas, noise issues, immunisation sessions, pollution complaints comes under the jurisdiction of this unit.

Council's Health Unit provides two free immunisation sessions for infants, children and adults each month at the Colac Otway Performing Arts and Cultural Centre (COPACC) located at 99 Gellibrand Street, Colac (Corner Gellibrand and Rae Streets). We also provide a school immunisation program for Year 7 (Hepatitis B, Varicella, Human Papillomavirus) and Year 10 (Diphtheria, Tetanus & Pertussis) as well as Influenza and Hepatitis B for staff from various agencies.

Budget

	Budget 2011/12	Budget 2012/13
Income	(130,100)	(124,600)
Expenses	288,742	301,465
Operating (Surplus)/Deficit	158,642	176,865

Financial Impact

The net cost for Public Health is $176,865 and has increased by $18,223 to last year's budget.

Key Deliverables

- Undertake food samples of locally produced food products.
- Undertake a regular water sampling program in streams, estuaries and other waters for Blue Green Algae and faecal contaminants.
- Maintain preparedness and response capacity as outlined in the Pandemic Flu Plan.

- Work with Municipal Recovery Manager to develop processes and procedures for Recovery and Public Health Emergency Management response.

- Continue developing response and recovery processes for Heatwaves.

New Initiatives

- Finalise the Domestic Waste Water Monitoring Scheme for septic systems desludging/services.

Fees and Charges Impact

The level of fees and charges this year are due to CPI increase.

Strategic Plan Impact

The provision of Public Health Services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*
Community Health & 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.*

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 1.1.5	*Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government.*
Strategy: 1.1.10	*Meet our statutory obligations for community safety, security and responses to emergency situations.*
Strategy: 6.1.3	*Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community.*

3.3.10 TRANSPORT CONNECTIONS

Mission

The mission of the Health and Community Services Unit is to work in partnership with allied organisations and engage with our communities to enhance individual and collective health and wellbeing through the planning and delivery of sustainable, accessible and effective services.

Activities

Completion of a three year partnership with Surf Coast Shire which has been funded by DPCD to develop transport opportunities following asset mapping and needs analysis of Colac Otway Shire communities.

Preparation of an Implementation Plan for Phase 3 - Transport Connections, which is to commence in January 2011 and continue until June 2013.

Budget

	Budget 2011/12	Budget 2012/13
Income	(59,554)	(71,413)
Expenses	59,554	71,413
Operating (Surplus)/Deficit	0	0

Financial Impact

The Transport Connections programme is operated at no net cost to Council. Other costs with respect to overheads e.g. Information Technology costs are costed in other areas.

We are nearly half way through the three year programme of the Transport Connections Phase 3 Project. The service is funded by the State Government.

Key Deliverables

- Work through the concept of Access, Connect, Belong.
- Implement the Transport Connections project in accordance with the Department of Planning and Community Development funding requirements.
- Seek out and secure additional government funding for public and community transport through Innovation Grants.
- Investigate and implement new information and promotion of Transport Connections, including through interactive Internet systems with GSC, the G21 Website, Otway Tourism and local media outlets.

New Initiatives

- As outlined in the Action Plan

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of the Transport Connections service directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*
Community Health & 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.*

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 1.1.5	*Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government.*
Strategy: 6.1.3	*Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community.*
Strategy: 6.1.4	*Support local communities to develop, grow and be great places to live.*

3.3.11 RURAL ACCESS

Mission

The mission of the Health and Community Services Unit is to work in partnership with allied organisations and engage with our communities to enhance individual and collective health and wellbeing through the planning and delivery of sustainable, accessible and effective services.

Activities

Rural Access works in partnership with the community and service providers to enhance the effective participation of people with a disability in their community.

Budget

	Budget 2011/12	Budget 2012/13
Income	(65,259)	(66,059)
Expenses	65,259	66,059
Operating (Surplus)/Deficit	0	0

Financial Impact

The Rural Access Service operates at no net cost to Council. The service is mainly funded by State Government grants.

Key Deliverables

- Fulfill reporting requirements for Department of Human Services (DHS) as required in the Community Building Programme in our *Directions Report 2012*.
- Document the achievements from our *Directions Report 2012* in our *Outcomes Report 2012*, which is to be provided to DHS.
- Develop skills for implementing the Community Building Programme.
- Develop leadership skills and pathways for people with a disability.
- Ensure that Council has effective processes in place to engage with people of all abilities.
- Develop mechanisms which encourage participation by all residents in community activities.

New Initiatives

- Undertake Community Mapping of Infrastructure and services, Training in IT for people with a disability, Training for Staff in Hearing Disabilities, assist with the Accessible Playground,

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of the Rural Access Service directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*
Community Health & 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.*

Strategy: 1.1.8	*Continuously improve operational systems, processes and minimise risk.*
Strategy: 6.1.1	*Provide, facilitate or advocate for a range of health, recreation, community services and facilities.*
Strategy: 6.1.3	*Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community.*
Strategy: 6.1.4	*Support local communities to develop, grow and be great places to live.*

3.3.12 INFORMATION SERVICES

Mission

The Information Services Unit's role in achieving the Council Mission is to provide reliable, efficient and effective Information Management and Information Communication and Technology services to internal and external customers. The services are provided for the benefit of all customers and are underpinned by the following principles:

- Optimising new and proven technology
- Continually improving business processes
- Demonstrating achievement of best value in all their work

Activities

The Information Services Unit provides a solid and reliable service to their customers. Their work is spread across a wide range of technologies and areas of responsibility.

Services include:

Information Communication and Technology (ICT)

The ICT section is responsible for more than 100 software applications and maintains a wide area network incorporating 14 remote sites. The technical infrastructure is state of the art and provides a level of reliability that meets the expectations of the customer base. The ICT section continues to provide a best practice technical infrastructure, which is managed in accordance with the Council ICT Strategic Plan. The Council technical infrastructure has solid disaster recovery capabilities which are exercised and proven.

The ICT section customer base is primarily internal Council staff, which are supported through the provision of direct first and second line support services. In addition to the primary customer base the ICT staff support Councillors and community individuals and groups.

Information Management (IM)

The IM section is responsible for the provision, maintenance and management of all Council information. The IM section includes responsibility for hard copy documentation, electronic files and geographical information system data.

The IM section customer base is primarily internal Council staff, which are supported through the provision of direct support services, training and advice. In addition to the primary customer base the ICT staff support Councillors and community individuals and groups.

Budget

	Budget 2011/12	Budget 2012/13
Income	(7,500)	(3,000)
Expenses	1,332,401	1,482,976

Operating (Surplus)/Deficit	1,324,901	1,479,976

Financial Impact

The net cost for Information Services is $1,479,976 and has increased by $155,075 to last year's budget. The increased costs relate to:

- Usual Award and EBA impacts,
- Additional software licence support and maintenance fees,
- General CPI increases, and
- Increasing numbers of staff requiring information service capabilities and equipment.

The budget for 2012-2013 includes $582,500 of Software Licence Maintenance and Support fees.

Key Deliverables

- Undertake the ICT Desktop Equipment Renewal program.
- Undertake the ICT Server Infrastructure Renewal program.
- Exercise the Council's Information Services disaster recovery plan.
- Manage the Councils ICT infrastructure and software application suite.
- Review and update the Council's Information Communication Technology (ICT) and Geographical Information Systems (GIS) strategic plans.
- Implement the ICT Strategic Plan initiatives.
- Implement the GIS Strategic Plan initiatives.
- Implement appropriate ICT capabilities for any new/modified accommodation facilities.
- Implement actions defined in the electronic content management Step Program.

New Initiatives

- Expand the Council's microwave communication systems.
- Replace the Council's Storage Area Network.
- Further develop the Councils disaster recovery capabilities.
- Upgrade a range of core software applications to the latest generation.
- Implement a technical archive solution to capture and retain Council e-mails.

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Information Services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*

Strategy: 1.1.8	*Continuously improve operational systems, processes and minimise risk.*

3.3.13 ORGANISATIONAL SUPPORT and DEVELOPMENT

Mission

To facilitate support and development opportunities for the Colac Otway Shire organisation through the provision of Human Resource, Risk Management and Corporate Planning services to achieve Council Plan strategies and operational objectives.

Activities

The Organisational Support and Development Unit administers the organisational development policies, procedures and programs whilst providing advice, coordination and support to management and staff on a wide range of issues including:

- Industrial Relations, Enterprise Bargaining, personnel practices, administration and management.
- Recruitment, selection and induction of staff.
- WorkCover administration, return to work and claims management.
- Employee relations including policy development, employee assistance, health and wellbeing, equal opportunity and reward & recognition programs.
- Organisational and Personnel Performance Management.
- Organisational Training & Development.
- Occupational Health & Safety compliance, audit and reporting.
- Risk Management compliance, audit and reporting.
- Public Liability, Professional Indemnity & General Insurance administration and claims management.
- Corporate & annual business planning and reporting.
- Legislative Compliance and annual reporting.

- Best Value and Continuous Improvement programs and reporting.
- Coordination of Business Continuity Program.

The Organisational Support & Development (Corporate Planning) Unit provides advice and assistance to Council, the Executive, internal Business Units and staff in:

- Development of Council, Annual and Business Unit Plans
- Research activities to identify changing trends and needs of the community and satisfaction levels of service provision.
- Facilitation of the continuous service improvement programs
- Preparation of key reports against Council organisational targets

Budget

	Budget 2011/12	Budget 2012/13
Income	0	0
Expenses	332,289	321,519
Operating (Surplus)/Deficit	332,289	321,519

Financial Impact

The net cost for Organisation, Support and Development is $321,519

The increase in costs includes the usual Award and EBA impacts.

Key Deliverables

- In consultation with management, support and assist with the annual review of the 2009 - 2013 Council Plan, with the review completed in accordance with the legislative timeframes.
- Carry out continuous improvement reviews on Council operations and implement the prescribed actions.
- Manage the ongoing development, review and delivery of Interplan, Council Plan and Business Plan reporting processes.
- Manage the quarterly Council Plan Progress report.
- Oversee the development of the Annual Report in accordance with Council's legislative timeframe.

New Initiatives

- Nil

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Organisation, Support and Development Services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfilll 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.*

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 1.1.8	*Continuously improve operational systems, processes and minimise risk.*
Strategy: 1.1.9	*Communicate regularly, effectively and honestly with the community.*

3.3.14 HUMAN RESOURCES

Mission

To facilitate support and development opportunities for the Colac Otway Shire organisation through provision of best practice Human Resource services to achieve Council Plan strategies and operational objectives.

Activities

The Organisational Support & Development (Human Resources) Unit manages recruitment, selection & induction, employee assistance, health and wellbeing, industrial relations training and development, reward and recognition, performance management, review and development of human resource policies and provides advice and assistance to Executive, internal Business Units and staff.

Budget

	Budget 2011/12	Budget 2012/13
Income	0	0
Expenses	429,180	425,218
Operating (Surplus)/Deficit	429,180	425,218

Financial Impact

The net cost for Human Resources is $425,218

Key Deliverables

- Coordinate the development and implementation of an organisational training program (inclusive of training refreshers/updates).
- 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".
- Continue to enhance Work Experience opportunities within the organisation.
- Develop and implement the Health & Wellbeing Program.
- Review and implement Human Resource policies.
- Continue to investigate the use of an external Employee Assistance Program provider.

New Initiatives

- Nil

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Human Resource Services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfilll 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.*

Strategy: 1.1.6	*Attract and retain quality staff.*
Strategy: 1.1.7	*Provide a fair, safe and healthy work environment.*

3.3.15 RISK MANAGEMENT

Mission

To facilitate support and development opportunities for the Colac Otway Shire organisation through provision of best practice Risk Management services to achieve Council Plan strategies and operational objectives.

Activities

The Organisational Support & Development (Risk Management) Unit manages Council's insurance program, coordinates management of workers compensation and return to work plans, reports on risk performance and trends, develops and maintains policies, programs and provides training to support Council's Risk Management and Occupational Health & Safety objectives.

Budget

	Budget 2011/12	Budget 2012/13
Income	(30,000)	(30,000)
Expenses	523,305	531,387
Operating (Surplus)/Deficit	493,305	501,387

Financial Impact

The net cost for Risk Management Services is $501,387 and has increased by $8,082 to last year's budget.

The increase in costs includes the usual Award and EBA impacts and other operating costs.

Key Deliverables

- In consultation with the Occupational Health & Safety Committee review, implement and report on the Annual OHS Action Plan.
- Work towards a Contractor Occupational Health & Safety Induction/Risk Assessment Information Kit.
- Enhance and implement the corporate occupational health and safety systems (SafetyMap) and ensure ongoing compliance with all relevant regulations.
- Work towards implementing an internal risk audit program to ensure that risk assessments are being completed.
- Coordinate and respond to Council's external risk audit programs (MAV Insurance Liability Mutual, JMAPP & SafetyMap).
- Review and update Council's Risk Management Policy and Procedures Manual including compliance audits.

- Implement the Systems and Processes Review project to ensure that systems and processes are operating effectively and providing support to eliminate risk.

New Initiatives

- Nil

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Risk Management services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfilll 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.*

Strategy: 1.1.6	*Attract and retain quality staff.*
Strategy: 1.1.7	*Provide a fair, safe and healthy work environment.*

3.3.16 RECREATION, ARTS and CULTURE MANAGEMENT

Mission

The Recreation, Arts and Culture Unit works with partners and the community to provide innovation and progress in the areas of recreation, arts, culture and events.

Activities

Recreation

The Recreation Unit facilitates the planning, development and management of numerous playgrounds, sporting and recreation fields, community facilities, hard courts, skate parks and other open space. A range of programs and services are provided by the Unit to support volunteers and community organisations in their delivery of various sport, recreation, arts and events activities.

The three year Business Plan for the Recreation, Arts and Culture Unit reflects Council's priorities and supports the vision of the team in fulfillling the cultural, environmental, economic and social prosperity of the community. Underpinning the plan is an ongoing process of project and program facilitation and development.

Youth

Facilitate Youth Council and FReeZA to provide youth development opportunities in partnership with Council and other key stakeholders.

Arts and Culture

Arts and Culture supports the community to progress in a creative, innovative and inclusive way which enhances and protects our natural and built environment and advances our cultural, social, economic and environmental prosperity.

Budget

	Budget 2011/12	Budget 2012/13
Income	(25,150)	(30,575)
Expenses		
Unit Management	261,058	279,645
Recreation Services	396,766	413,558
Youth Services	31,450	30,875
Arts & Culture Services	10,000	8,000
Total Expense	699,274	732,078
Operating (Surplus)/Deficit	674,124	705,503

Financial Impact

The net cost for Recreation, Arts and Culture is $705,503.

The increase in costs includes the usual Award and EBA impacts and other operating costs.

Key Deliverables

- 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.
- Project manage the Old Beechy Rail Trail including resourcing the Committee of Management as Executive Officer, liaising with the Capital Works Manager for preparation of annual estimates and assisting the Committee of Management to review and update marketing options.
- Develop and implement the annual Playground Improvement and Maintenance Works Program.
- Develop a Recreation Reserves Fees and Charges Policy for Council consideration.
- Update and maintain Lease Agreements for Recreation, Arts and Culture Unit.
- Project planning, development, management and implementation for recreation projects in partnership and with external funding contributions where possible.
- Implement and review the Council Community Grants Program aiming to ensure program compliance and efficiencies.
- 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.
- Implement Council's Recreation Strategy.
- Implement the Arts and Cultural Strategy.

New Initiatives

- Central Reserve Oval Redevelopment.
- Implement the Public Open Space Strategy.
- Develop a Playspace Strategy and Action Plan.

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Recreation, Arts and Culture services directly links to the Council Plan as follows:

Community Health & 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.*

Strategy: 6.1.1	*Provide, facilitate or advocate for a range of health, recreation, community services and facilities.*
Strategy: 6.1.2	*Promote and facilitate cultural and community events throughout the municipality.*
Strategy: 6.1.3	*Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community.*

3.3.17 EVENTS

Mission

The Recreation, Arts and Culture Unit works with partners and the community to provide innovation and progress in the areas of recreation, arts, culture, and events.

Activities

The Events Unit supports the community to progress in a creative, innovative and inclusive way which enhances and protects our natural and built environment and advances our cultural, social, economic and environmental prosperity.

To work in partnership with the local and broader community to provide innovation and progress in the areas of activities, events and festivals.

Budget

	Budget 2011/12	Budget 2012/13
Income	(1,700)	(4,000)
Expenses	173,435	196,539
Operating (Surplus)/Deficit	171,735	192,539

Financial Impact

The net cost for Events is $192,539 and has increased by $20,804 to last year's budget for the most part as a result of increases in Award and EBA costs.

Key Deliverables

- Events Professional Development – Develop training opportunities focusing on continuous improvement for Event organisers.
- Implement the Festival and Events Strategy.
- Grants/Acquittals and Sponsorship – Implement Festival and Events Support Scheme for Council supported events.
- Events Tools – Encourage Event Planning through participation in the 'E Team' events approval process.

- Events Research and Evaluation – Work with Event organisers to research program events supported by Council.
- Events Communication/Marketing – Develop the Calendar of Events twice annually.
- Work with event organisers and community groups to develop a broad range of community festivals and events.
- Conduct the Australia Day celebration.

New Initiatives

- Nil

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Events directly links to the Council Plan as follows:

Community Health & 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.*

Strategy: 6.1.1	*Provide, facilitate or advocate for a range of health, recreation, community services and facilities.*
Strategy: 6.1.2	*Promote and facilitate cultural and community events throughout the municipality.*
Strategy: 6.1.3	*Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community.*

3.3.18 BLUEWATER FITNESS CENTRE

Mission

The Recreation, Arts and Culture Unit works with partners and the community to provide innovation and progress in the areas of recreation, arts, culture, and events.

Activities

The Bluewater Fitness Centre aims to be a leading provider of fitness and recreational opportunities for all, whilst maintaining the highest standard of safety and quality, in a cost efficient manner working towards a more sustainable financial outcome.

The Bluewater Fitness Centre comprises a modern indoor pool hall with 25m heated pool, toddler pool, spa and steam room. Our spacious gymnasium is fully equipped and staffed by qualified fitness leaders offering gym floor support and professional training services. A recreation centre offers 2 basketball courts, 2 squash courts and a multi-purpose exercise room.

Other services include:

- Personal Training
- Group fitness classes
- Crèche for those attending programs at the Centre
- Learn to Swim Lessons
- Adult Swimming Squads
- Seniors Gym Programs

Budget

	Budget 2011/12	Budget 2012/13
Income	(727,000)	(743,500)
Expenses	1,229,932	1,246,003
Operating (Surplus)/Deficit	502,932	502,503

Financial Impact

The net cost for the Bluewater Fitness Centre for 2012/13 is $502,503 and has remained at similar levels to last year's budget..

Key Deliverables

- Review Bluewater Fitness Centre programs.

- Review the Bluewater Fitness Centre operations on a monthly basis with the aim to reduce Council's subsidy.
- Review the structure of the Bluewater Fitness Centre Business Unit to ensure operational efficiencies.
- Develop a 10 year capital upgrade works program for Bluewater Fitness Centre.
- Review and develop a range of sustainable programs and activities facilitated by Bluewater Fitness Centre both at the Centre and off site in partnership with community health providers.

New Initiatives

- Bluewater Fitness Centre Stadium Redevelopment

Fees and Charges Impact

There are many fees and charges for all types of services that are delivered at the Centre.

The fees and charges are set out in the budget document at Appendix E.

Strategic Plan Impact

The provision of services at the Bluewater Fitness Centre directly links to the Council Plan as follows:

Community Health & 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.*

Strategy: 6.1.1	*Provide, facilitate or advocate for a range of health, recreation, community services and facilities.*
Strategy: 6.1.2	*Promote and facilitate cultural and community events throughout the municipality.*
Strategy: 6.1.3	*Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community.*

3.3.19 OTHER LEISURE and FITNESS CENTRES

Mission

The Recreation, Arts and Culture Unit works with partners and the community to provide innovation and progress in the areas of recreation, arts, culture, and events.

Activities

Bluewater Fitness Centre assists other centres at Apollo Bay P12 School and Lavers Hill P12 School in providing fitness and recreational opportunities for all, whilst maintaining the highest standard of safety and quality, in a cost efficient manner working towards a more sustainable financial outcome.

Budget

	Budget 2011/12	Budget 2012/13
Income	(13,000)	(11,909)
Expenses	55,500	56,200
Operating (Surplus)/Deficit	42,500	45,110

Financial Impact

The net cost for Other Leisure and Fitness Centres is $45,110 and has remained at similar levels to last year's budget.

Key Deliverables

- In accordance with the Apollo Bay Leisure Centre and Lavers Hill Centre Joint Use Agreements deliver the necessary planning, maintenance and development in partnership with the associated committees.

New Initiatives

- Nil

Fees and Charges Impact

Fees and charges are charged for the use of the Apollo Bay Pool.

Strategic Plan Impact

The provision of services at other Leisure and Fitness Centre directly links to the Council Plan as follows:

Community Health & 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.*

Strategy: 6.1.1	*Provide, facilitate or advocate for a range of health, recreation, community services and facilities.*
Strategy: 6.1.2	*Promote and facilitate cultural and community events throughout the municipality.*
Strategy: 6.1.3	*Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community.*

3.3.20 COPACC

Mission

The Recreation, Arts and Culture Unit works with partners and the community to provide innovation and progress in the areas of recreation, arts, culture, and events.

Activities

COPACC includes a 344 seat auditorium/cinema, 120 seat cinema, four meeting rooms, Civic Hall, commercial kitchen, kiosk (which doubles as the cinema box office), three office spaces currently occupied under agreement with Colac Historical Society and the Colac Family History Group, Colac Otway Shire staff and the Colac Cinemas.

COPACC Unit works in partnership with the community to provide innovation and progress in the performing arts and provide a range of cultural, social and economic development opportunities while aiming to achieve financial sustainability.

There are three streams to the COPACC business, the performing arts programmes, business events/venue hire and tenancies. The major tenant is Colac Cinemas. The two Colac history groups pay a peppercorn rent.

Budget

	Budget 2011/12	Budget 2012/13
Income	(532,703)	(597,465)
Expenses	886,336	950,726
Operating (Surplus)/Deficit	353,633	353,261

Financial Impact

The net cost for COPACC is $353,261 and has remained at similar levels to last year's budget.

Key Deliverables

- Conduct a quality performing arts season.
- Manage and implement Local Partnerships Program and special initiatives.
- Develop and implement the endorsed COPACC Business Plan.
- Review the operations of COPACC on a monthly basis with the aim to reduce Council's subsidy.
- Develop a 10 year upgrade works program for Colac Otway Performing Arts and Cultural Centre.
- Develop and implement a sponsorship strategy for all live theatre streams for COPACC.

New Initiatives

- Develop and implement a marketing strategy for the business events component of COPACC operations.

- Continue to develop the 'Saturdays at COPACC' workshops.

Fees and Charges Impact

The level of fees and charges for COPACC has increased in some categories by CPI. There are a large number of fees and charges for the various areas within COPACC. The schedule of the fees and charges is included in the budget document at appendix E.

Strategic Plan Impact

The provision of services at COPACC directly links to the Council Plan as follows:

Community Health & 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.*

Strategy: 6.1.1	*Provide, facilitate or advocate for a range of health, recreation, community services and facilities.*
Strategy: 6.1.2	*Promote and facilitate cultural and community events throughout the municipality.*
Strategy: 6.1.3	*Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community.*

3.4 Infrastructure and Services

3.4.1 INFRASTRUCTURE and SERVICES MANAGEMENT

Mission

To effectively plan, deliver and maintain infrastructure networks which service our community's present and future needs and to promote a safe efficient infrastructure network.

Activities

The Infrastructure and Services area is responsible for the construction and maintenance of Councils Physical Services including the Roads, Drains, Parks and Gardens and general physical infrastructure belonging to Council.

To undertake these activities, there is a need to develop sound business planning and reporting principles so that Council knows what it is achieving, what it should be achieving and what management practices need to be implemented to ensure that the organisation meets the community expectations that have been included in the Council Plan and Budget documents.

Budget

	Budget 2011/12	Budget 2012/13
Income	0	0
Expenses	274,871	287,477
Operating (Surplus)/Deficit	274,871	287,477

Financial Impact

The net cost for Infrastructure and Services Management is $287,477.

Key Deliverables

- Manage the Colac Otway Long Term Sustainability Program in conjunction with Asset Management and Finance.
- Undertake Staff Training in Quotation and Tendering Policy and Procedures.
- Advocate and influence the development of water authorities' water supply demand policies and strategies.
- Undertake a review of the Capital Works Prioritisation System with executive and senior managers prior to the development of the next Capital Works Program.
- In line with the Road Management Act 2004 requirements, review and update Colac Otway Shire's Road Management Plan.

- Develop a Land Rationalisation Program.
- Develop a Building Rationalisation Program.
- Advocate for strategic transport initiatives.
- In partnership with VicRoads identify options and plan for alternative road access through or around Colac, particularly relating to freight movement.
- Advocate for improved commuter Rail Services and safe Railway Crossings.

  Implement the parts of the G21 Transport Plan relevant to Colac Otway Shire.
- Implement sound procedures to ensure that environmental constraints are adequately considered in the planning and implementation of Council's infrastructure maintenance activities.
- Develop a proposed long term management response to sea level rise for Council assets.

New Initiatives

- Seek government support to undertake an investigation into the development of a waste to energy facility for the municipality and the Barwon South West Region, Facility to be inclusive of the conversion of green waste and mixed waste to energy for reselling back to the power grid.

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Infrastructure and Services Management directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfilll 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.*
Physical Infrastructure and Assets	*Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.*

Strategy: 1.1.1	*Lead the community in responding to the current and long term sustainability challenges facing the municipality.*
Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 1.1.5	*Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government.*
Strategy: 1.1.7	*Provide a fair, safe and healthy work environment.*
Strategy: 1.1.8	*Continuously improve operational systems, processes and minimise risk.*
Strategy: 2.1.2	*Implement and manage Colac Otway Shire's Road Management Plan.*
Strategy: 2.1.3	*Manage Council's buildings and facilities in a responsible, safe and sustainable manner.*
Strategy: 2.1.4	*Improve local and regional transport networks to ensure safety and accessibility. Finish Budget Type*
Strategy: 2.1.5	*Ensure environmental risks are adequately addressed for Council infrastructure works, including impacts of climate change.*

3.4.2 CAPITAL WORKS MANAGEMENT

Mission

To effectively manage and continually improve the development of community assets required to support Council's service provision.

Activities

Provision of project planning, project management & civil design for capital works and engineering services, and providing engineering advice to internal and external stakeholders.

Preparation and management of Council's Capital Works Program including the development of the 10 year Capital Works & Major Projects Programs.

To provide Council's contribution to street lighting and improvements where identified.

Budget

	Budget 2011/12	Budget 2012/13
Income	(10,500)	(51,500)
Expenses	722,119	815,413
Operating (Surplus)/Deficit	711,619	763,913

Financial Impact

The net cost for Capital Works Management is $763,913.

Key Deliverables

- Develop development guidelines which incorporate requirements for subdivision for new development within the shire.
- Document Capital Works Processes and Procedures.
- Governance - Ensure that applications and reports for funding be submitted as required. e.g. (R2R, Auslink, Better Roads etc).
- Manage annual capital works program to achieve at least 85% completion reporting on a monthly basis to executive.
- Develop a 10 year capital works and major projects program according to adopted priorities.
- Review the 10 year capital works and major projects program annually.
- Establish a 3 year Design Program based on the 10 year Capital Works & Major Projects Program

- Develop a Capital Works monitoring and reporting process for reporting of capital works progress on a monthly basis.
- Facilitate sound Project Management processes in the delivery of the Capital Works and Major Projects Program across the organisation.
- Manage preparation of 2013/2014 capital works program including designs and specifications for projects.
- Review and implement the Strategic Footpath Plan for Apollo Bay
- Facilitate the implementation of Council's Road Safety Plan.
- Manage maintenance of Gross Pollutant Traps and provide advice to the sustainable asset unit on new installations.
- Implement the Cressy Shelford Road rehabilitation plan.

New Initiatives

- Strategic Road Network Costing & Review
- Review of Council's Road Safety Plan

Fees and Charges Impact

The budget includes $10,000 associated with Works on Roads fees and Legal Points of Discharge.

Strategic Plan Impact

The provision of Capital Works Management services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfilll 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.*
Physical Infrastructure and Assets	*Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.*

Strategy: 1.1.8	*Continuously improve operational systems, processes and minimise risk.*
Strategy: 2.1.2	*Implement and manage Colac Otway Shire's Road Management Plan.*
Strategy: 2.1.4	*Improve local and regional transport networks to ensure safety and accessibility. Finish Budget Type*
Strategy: 2.1.5	*Ensure environmental risks are adequately addressed for Council infrastructure works, including impacts of climate change.*

3.4.3 COSWORKS MANAGEMENT

Mission

The COSWORKS Unit undertakes maintenance and capital works activities for the Colac Otway Shire's infrastructure assets and recreation areas including:

- Local Roads and Bridges
- Drains
- Roadside Vegetation
- Parks and Gardens
- Major Plant

Activities

Cosworks is responsible for the maintenance and construction on sealed and unsealed roads, footpaths, Kerb and Channels, drainage, road furniture, bridges, roadside vegetation, sporting grounds and parks and gardens.

Cosworks is also responsible for managing and maintaining Councils heavy plant fleet.

Budget

	Budget 2011/12	Budget 2012/13
Income	0	0
Expenses	732,642	917,928
Operating (Surplus)/Deficit	732,642	917,928

Financial Impact

The net cost for Cos Works Management is $917,928

The increase in costs includes the usual Award and EBA impacts and other operating costs.

Key Deliverables

- Develop an Annual Road Re-sheeting Program
- Achieve compliance with Road Management Intervention Levels.

New Initiatives

- Nil

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of COSWorks Management services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*
Physical Infrastructure and Assets	*Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.*

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 1.1.9	*Communicate regularly, effectively and honestly with the community.*
Strategy: 2.1.1	*Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.*
Strategy: 2.1.2	*Implement and manage Colac Otway Shire's Road Management Plan.*

3.4.4 ROAD MAINTENANCE

Mission

The COSWORKS Unit undertakes maintenance and capital works activities for the Colac Otway Shire's infrastructure assets and recreation areas including:

- Local Roads and Bridges
- Drains
- Roadside Vegetation
- Parks and Gardens
- Major Plant

Activities

This Unit maintains the Roads and bridges as per the Road Management Plan.

Budget

	Budget 2011/12	Budget 2012/13
Income	0	0
Expenses	2,018,697	1,888,041
Operating (Surplus)/Deficit	2,018,697	1,888,041

Financial Impact

The net cost for Road Maintenance services is $1,888,041 and has decreased by $130,656 to last year's budget.

Key Deliverables

- Achieve compliance with Road Management Intervention levels.

New Initiatives

- Increase in roadside vegetation management activities

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Road Maintenance services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*
Physical Infrastructure and Assets	*Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.*

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 1.1.8	*Continuously improve operational systems, processes and minimise risk.*
Strategy: 1.1.9	*Communicate regularly, effectively and honestly with the community.*
Strategy: 2.1.1	*Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.*
Strategy: 2.1.2	*Implement and manage Colac Otway Shire's Road Management Plan.*

3.4.5 DRAINAGE MAINTENANCE

Mission

The COSWORKS Unit undertakes maintenance and capital works activities for the Colac Otway Shire's infrastructure assets and recreation areas including:

- Local Roads and Bridges
- Drains
- Roadside Vegetation
- Parks and Gardens
- Major Plant

Activities

This Unit maintains the drainage as per the Road Management Plan.

Budget

	Budget 2011/12	Budget 2012/13
Income	0	0
Expenses	463,072	481,594
Operating (Surplus)/Deficit	463,072	481,594

Financial Impact

The net cost for Drainage Maintenance services is $481,594 and has increased by $18,522 to last year's budget.

Expenses include the usual Award and EBA impacts and other operating costs.

Key Deliverables

- Achieve compliance with Road Management Intervention levels.

New Initiatives

- Additional resource for Apollo Bay Coastal Towns; and
- Additional resource for Otway Ranges.

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Drainage Maintenance services directly links to the Council Plan as follows:

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

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 1.1.8	*Continuously improve operational systems, processes and minimise risk.*
Strategy: 2.1.1	*Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.*
Strategy: 2.1.2	*Implement and manage Colac Otway Shire's Road Management Plan.*

3.4.6 PARKS and RESERVES MAINTENANCE

Mission

The COSWORKS Unit undertakes maintenance and capital works activities for the Colac Otway Shire's infrastructure assets and recreation areas including:

- Local Roads and Bridges
- Drains
- Roadside Vegetation
- Parks and Gardens
- Major Plant

Activities

This Unit has the responsibility to maintain Council's own land which includes, public parks, roundabouts, Botanic gardens, Memorial Square and Reserves

Budget

	Budget 2011/12	Budget 2012/13
Income	(11,500)	0
Expenses	946,011	1,350,042
Operating (Surplus)/Deficit	934,511	1,350,042

Financial Impact

The net cost for Parks and Reserves Maintenance services is $1,350,042 and has increased by $415,531 to last year's budget.

Key Deliverables

- Develop a Service Level Agreement for Parks and Gardens as a result of the outcomes of the Best Value Review.

New Initiatives

- Upgrade Parks mower in Colac area to improve efficiency.

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Parks and Reserves Maintenance services directly links to the Council Plan as follows:

Physical Infrastructure and Assets	*Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.*
Community Health & 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.*

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 1.1.8	*Continuously improve operational systems, processes and minimise risk.*
Strategy: 2.1.1	*Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.*
Strategy: 2.1.2	*Implement and manage Colac Otway Shire's Road Management Plan.*
Strategy: 2.1.3	*Manage Council's buildings and facilities in a responsible, safe and sustainable manner.*
Strategy: 2.1.5	*Ensure environmental risks are adequately addressed for Council infrastructure works, including impacts of climate change.*

3.4.7 HEAVY PLANT OPERATIONS

Mission

The COSWORKS Unit undertakes maintenance and capital works activities for the Colac Otway Shire's infrastructure assets and recreation areas including:

- Local Roads and Bridges
- Drains
- Roadside Vegetation
- Parks and Gardens
- Major Plant

Activities

Manage efficiently and effectively councils large Plant fleet.

Budget

	Budget 2011/12	Budget 2012/13
Income	(54,000)	(54,000)
Expenses	(781,155)	(819,500)
Operating (Surplus)/Deficit	(835,155)	(873,500)

Financial Impact

The net surplus cost for Heavy Plant Operations is $873,500. This surplus is then used to fund the capital acquisitions of heavy plant, for example to purchase graders, tipper trucks etc.

Key Deliverables

- Review the Heavy Plant Replacement program to maximise plant utilisation and timely changeovers and report to Executive prior to the next budget process.

New Initiatives

- Upgrade tractor and slasher units to improve productivity of grass mowing in rural areas.
- Upgrade backhoe unit to Small excavator, trailer and 5m3 truck to improve response times and easier access to drainage issues during winter times.

Fees and Charges Impact

There are internal plant hire charges that are reviewed on a regular basis.

Strategic Plan Impact

The provision of Heavy Plant Operations directly links to the Council Plan as follows:

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

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 1.1.7	*Provide a fair, safe and healthy work environment.*
Strategy: 1.1.8	*Continuously improve operational systems, processes and minimise risk.*

3.4.8 PRIVATE WORKS

Mission

The COSWORKS Unit undertakes maintenance and capital works activities for the Colac Otway Shire's infrastructure assets and recreation areas including:

- Local Roads and Bridges
- Drains
- Roadside Vegetation
- Parks and Gardens
- Major Plant

Activities

COSWorks undertakes Private Works on a limited basis.

Budget

	Budget 2011/12	Budget 2012/13
Income	(20,000)	(22,000)
Expenses	15,000	18,000
Operating (Surplus)/Deficit	(5,000)	(4,000)

Financial Impact

The net surplus for Private Works is $4,000. Very limited private works are undertaken.

Key Deliverables

- Nil

New Initiatives

- Nil

Fees and Charges Impact

For any private works the appropriate fees are charged.

Strategic Plan Impact

The provision of Private Works directly links to the Council Plan as follows:

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

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 1.1.8	*Continuously improve operational systems, processes and minimise risk.*

3.4.9 COLAC LIVESTOCK SELLING CENTRE

Mission

The mission of the Colac Livestock Selling Centre is to pursue continuous improvement in service delivery through innovation, flexibility, technology and participation with other stakeholders to promote the importance of the Selling Centre to the wider community.

Through a scheduled maintenance program for the facility and progressive upgrades for the more demanding requirements of quality service to the users, the Centre aims to improve on its market share in future years.

Activities

The Colac Livestock Selling Centre provides for weekly sales of cattle and other livestock in the region.

Through a scheduled maintenance program for this facility and progressive upgrades to cater for more demanding requirements of quality service to the users, the centre aims to improve on its market share.

Budget

	Budget 2011/12	Budget 2012/13
Income	(694,000)	(740,000)
Expenses	511,630	480,651
Operating (Surplus)/Deficit	(182,370)	(259,349)

Financial Impact

The net surplus for the Colac Livestock Selling Centre is $259,349. This has increased by $76,979 to last year's budget. Any surplus that is made after taking into account depreciation and other administrative costs is transferred to the Colac Livestock Selling Centre Reserve.

Key Deliverables

- Finalise a review of the Colac Livestock Selling Centre Business Plan regarding longer term Capital Works requirements and Upgrades to ensure the long term viability of the centre.

- Manage the Saleyards Operations in accordance with Council Plan and Business Plan.

New Initiatives

- Nil

Fees and Charges Impact

The fees and charges for the Colac Livestock Selling Centre have increased for 2011/12 based on a recommendation from the Advisory Committee.

Strategic Plan Impact

The provision of the Colac Livestock Selling Centre directly links to the Council Plan as follows:

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

Strategy: 1.1.1	*Lead the community in responding to the current and long term sustainability challenges facing the municipality.*
Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 1.1.7	*Provide a fair, safe and healthy work environment.*
Strategy: 1.1.8	*Continuously improve operational systems, processes and minimise risk.*
Strategy: 2.1.3	*Manage Council's buildings and facilities in a responsible, safe and sustainable manner.*

3.4.10 MAJOR CONTRACTS

Mission

PORT OF APOLLO BAY

Work collaboratively with Government Departments to develop, operate and manage the Port of Apollo Bay facilities in an efficient and effective manner as well as allow opportunities for commercial development.

CONTRACT MANAGEMENT

To manage Council's major contracts in a fair, consistent and transparent manner in order to achieve value for money service delivery.

Activities

PORT OF APOLLO BAY

Delivery of service to a working port integrating with public/ private partnership development potential for a future port.

The Apollo Bay Harbour unit is responsible for the maintenance and minor upgrades within the Harbour and its surrounds to provide a safe facility for the various commercial and recreational users. Through the management agreement between Colac Otway Shire and the Department of Transport (DoT), long-term development and improvement opportunities will enhance the Harbour's unique position.

CONTRACTS MANAGEMENT

Management of Council contracts in a fair and consistent manner in conjunction with Council's Business Units.

Budget

	Budget 2011/12	Budget 2012/13
Income	(42,000)	(25,000)
Expenses	259,009	271,263
Operating (Surplus)/Deficit	217,009	246,262

Financial Impact

The net cost for Major Contracts is $246,262 and has seen an increase of $29,253 as compared to last year's budget.

Costs for the Port of Apollo Bay are separately costed.

The increase in costs includes the usual Award and EBA impacts and other operating costs.

Key Deliverables

Port of Apollo Bay

- Review the existing Capital Works program for the Port of Apollo Bay and propose a prioritised 10 Year Program for DSE consideration.
- Ongoing implementation of Apollo Bay Harbour Safety and Environment Management Plan (SEMP).
- Review dredging techniques including sand bypass option arising from the Harbour Capacity Study in consultation with Department of Sustainability and Environment (DSE) and report to Exec and Council.
- Gradual Implementation of Marine Act 2010 in consultation with Department of Transport (DoT).
- Pursue with DoT the replacement of dredging vessel and workboat as a high priority item.

Major Contracts

- Deliver training for staff on Council's revised Procurement Policy.
- Work with other Councils of the region for achieving cost savings through coordinated purchasing at regional level wherever practicable.
- Continue to support Council's business units with contracting and tendering process in accordance to Council's Procurement Policy.

New Initiatives

- Nil

Fees and Charges Impact

Fees and charges include income generated from Berthing and Mooring and slipway fees.

Strategic Plan Impact

The provision of Major Contracts services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*
Physical Infrastructure and Assets	*Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.*
Environmental Management	*Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts*

Strategy: 1.1.3	*Provide responsible financial management.*
Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*

Strategy: 1.1.5	*Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government.*
Strategy: 1.1.8	*Continuously improve operational systems, processes and minimise risk.*
Strategy: 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.*

3.4.11 WASTE MANAGEMENT

Mission

To effectively manage and continually improve the integrated waste management service to provide best value for the Colac Otway Shire community.

Activities

Context is based around Waste Management Best Value review recommendations, whilst making provision for the integration of future services. Work within the framework of State Government Legislation and targets for waste minimisation, balancing against the service expectations of the community.

To provide a range of waste and recycling services to our community for sustainable waste management:

- Kerbside collection
- Litter collection
- Management of Transfer Stations
- Management of 'Drop Off' facilities
- Landfill rehabilitation and Management
- Community Education

Budget

	Budget 2011/12	Budget 2012/13
Income	(2,834,918)	(2,935,652)
Expenses	3,425,165	3,722,714
Operating (Surplus)/Deficit	590,247	787,062

Financial Impact

The net cost for Waste Management services is $787,062 and has increased by $196,815 to last year's budget, as a result of changes to increased landfill monitoring requirements.

Key Deliverables

- Ongoing implementation of Waste Management best value review recommendations, in conjunction with the Barwon Region Waste Management Plan.
- Continue with community Education Plan for the whole of the waste management system to achieve increased recycling and reduced level of contamination in waste streams.
- Monitoring new contractual arrangements for efficient service delivery to ratepayers.

- Timely completion of Annual and Audit Committee waste management reports.
- Review the long term landfill rehabilitation program for closed landfills in consultation with EPA.
- Implement the Landfill Rehabilitation Plan.

New Initiatives

- Undertake rehabilitation of Marengo Landfill site.
- Work with BRWMG on innovative options for treatment of organic waste, hard waste collection and ongoing collection of hazardous and e-waste.

Fees and Charges Impact

Fees and Charges changes occurred to ensure continuation of cost recovery activities.

The details of the fees and charges are set out in Appendix E of the Budget document.

Strategic Plan Impact

The provision of Waste Management services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*
Physical Infrastructure and Assets	*Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.*
Environmental Management	*Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts*

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
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.*
Strategy: 4.1.6	*Minimise, recycle and manage residential waste.*

3.4.12 AERODROMES

Mission

To assist the Aerodrome Committee of Management with the management of the Colac Aerodrome and manage the Apollo Bay Aerodrome in a fair, consistent and transparent manner in order to achieve value for money service delivery.

Activities

To operate the Apollo Bay and Colac Aerodromes.

Budget

	Budget 2011/12	Budget 2012/13
Income	(2,600)	(2,650)
Expenses	21,550	21,560
Operating (Surplus)/Deficit	18,950	18,910

Financial Impact

The net cost for Aerodromes is $18,910 and is very similar to the result from the previous year and includes maintenance works to be undertaken at the two aerodromes.

Key Deliverables

- Work with Committee of Management on timely routine maintenance
- Focus on increasing aerodrome income through introduction of landing fee
- Explore funding opportunity for significant capital works such as runway extension, long term business planning, stormwater drainage works, upgrade of access road etc.

New Initiatives

- Nil

Fees and Charges Impact

Minimal fees are received for the aerodromes.

Strategic Plan Impact

The provision of Aerodrome services directly links to the Council Plan as follows:

Physical Infrastructure and	*Council will provide and maintain Council infrastructure and assets that meet*

Assets	*community needs now and in the future.*

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 1.1.5	*Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government.*
Strategy: 2.1.3	*Manage Council's buildings and facilities in a responsible, safe and sustainable manner.*

3.4.13 LIGHT FLEET OPERATIONS

Mission

To manage Council's light fleet in a fair, consistent and transparent manner in order to achieve value for money service delivery.

Activities

Management of Council's light fleet.

Budget

	Budget 2011/12	Budget 2012/13
Income	0	0
Expenses	(484,020)	(305,860)
Operating (Surplus)/Deficit	(484,020)	(305,860)

Financial Impact

The net Surplus for Light Fleet Operations is $305,860. The surplus offsets the costs of replacing vehicles in the Light Fleet.

Key Deliverables

- Review the Light Fleet purchasing programme and report to Executive on vehicle costs, changeover costs and lifecycle costs.
- Undertake an annual review of Council's Fleet Management Policy and report outcomes to Executive Management.

New Initiatives

- Further concentrated study of Council whole-of-life costs, including fuel efficiency, environmental considerations
- Review of Council vehicles available for purchase by Council.

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Light Fleet Operations directly links to the Council Plan as follows:

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

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 1.1.7	*Provide a fair, safe and healthy work environment.*
Strategy: 1.1.8	*Continuously improve operational systems, processes and minimise risk.*

3.4.14 SUSTAINABLE ASSETS

Mission

The Sustainable Assets unit's mission is to effectively maintain and improve Council's infrastructure to meet affordable community expectations.

Activities - Sustainable Assets

The Sustainable Assets Unit provides the following range of services:

- Asset management data collection, storage and analysis;
- Coordination and delivery of various types of asset inspections;
- Development of Council's asset management framework, including preparation of Asset Management Plans, implementation of the Asset Management Strategy, and administration of the Asset Management Policy; and
- General Engineering services and Customer Service

Budget

	Budget 2011/12	Budget 2012/13
Income	0	0
Expenses	600,787	684,693
Operating (Surplus)/Deficit	600,787	684,693

Financial Impact

The net cost for Sustainable Assets is $684,693 and has increased when compared to the prior year. The unit has a number of new activities, as detailed in the new initiatives area.

Key Deliverables

- Monitor the performance and condition of Council's various asset types through programmed inspections and data collection.
- Maintain the currency and accuracy of Council's infrastructure asset registers.

- Review and implement Asset Management Plans to ensure that the level of funding for asset development, maintenance and upgrade meets the community's expectations.

- Review renewal funding needs and incorporate outcomes into long term financial and capital works plans.

- Implement the Asset Management Strategy in accordance with the 5-Year improvement program identified in the Asset Management Action Plan.

- Complete road and footpath network inspections to meet frequencies prescribed by Council's Road Management Plan.

- Monthly monitoring and reporting on maintenance items identified through routine road and footpath inspections to ensure completion times comply with the standards of the Road Management Plan.

- Complete specific inspections to identify and address safety/risk issues associated with elements of Council's road and footpath networks; including rail crossings and in response to reported incidents.

New Initiatives

- Landslide Monitoring Programme

- Undertake a review of Council's Road Management Plan

- Additional resource for asset management activities

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Sustainable Assets services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*
Physical Infrastructure and Assets	*Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.*

Strategy: 1.1.3	*Provide responsible financial management.*
Strategy: 1.1.8	*Continuously improve operational systems, processes and minimise risk.*
Strategy: 2.1.2	*Implement and manage Colac Otway Shire's Road Management Plan.*
Strategy: 2.1.3	*Manage Council's buildings and facilities in a responsible, safe and sustainable manner.*

3.4.15 COUNCIL FACILITIES

Mission

To effectively maintain and improve Council's infrastructure to meet affordable community expectations.

Activities

Council facilities management includes the following activities:

- Provision for implementing maintenance of Council buildings (programmed and reactive);
- Administration of Council's building security system;
- Coordination of contractors to deliver building maintenance and other operational services; and
- Scheduling and management of various condition and statutory based building inspections; and
- Specific building capital works delivery and supervision

Budget

	Budget 2011/12	Budget 2012/13
Income	0	0
Expenses	470,081	474,200
Operating (Surplus)/Deficit	470,081	474,200

Financial Impact

The net cost for Council Facilities is $474,200 and has increased by $4,119 to last year's budget.

Key Deliverables

- Management of programmed building maintenance activities in accordance with the 10-year program.
- Response to reactive building maintenance needs.
- Coordinate and provide monthly reports on the progress of implementing Council's building maintenance program.
- Ensure compliance of essential safety measures in selected Council buildings as required by relevant building legislation.
- Implement Council's Annual building asset renewal program to meet time, cost, and quality outcomes.

New Initiatives

- Implementation of Essential Safety Measures Compliance across a number f Council facilities
- Continue work to complete a condition audit of Council buildings to update programmed maintenance and renewal programmes;

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Council Facilities services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*
Physical Infrastructure and Assets	*Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.*

Strategy: 1.1.8	*Continuously improve operational systems, processes and minimise risk.*
Strategy: 2.1.3	*Manage Council's buildings and facilities in a responsible, safe and sustainable manner.*

3.5 Sustainable Planning and Development

3.5.1 SUSTAINABLE PLANNING and DEVELOPMENT MANAGEMENT

Mission

The role of Sustainable Planning and Development is:

- Planning for our sustainable future;
- Regulating, enforcing and protecting what we value;
- Encouraging sustainable development, community participation and the value of regional partnerships; and
- Proactive environmental management and community safety.

Activities

The role of the Sustainable Planning and Development Unit is:

- Planning for our future (strategic planning: long term, big picture, whole of community visions);
- Regulating, enforcing and protecting what we value (through local laws, environmental enforcement, emergency management including: fire prevention, statutory planning and building regulation enforcement); and
- Encouraging sustainable development and coordinating/facilitating local business and development projects (through proactive advice to potential developers, identification of opportunities; linking local ideas to local planning and development and to regional planning (Inc G21 and Great South Coast); and seeing through local plans and development projects.

Budget

	Budget 2011/12	Budget 2012/13
Income	0	0
Expenses	268,619	290,786
Operating (Surplus)/Deficit	268,619	290,786

Financial Impact

The net cost for Sustainable Planning and Development Management is $290,786.

Key Deliverables

- Advocate for appropriate fire prevention activities in the Great Otway National park and other public land.

- 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.

- Work with State Government to develop appropriate planning controls that respond to predicted sea level rise.

- Advocate where appropriate community views on environmental issues outside the direct responsibility of Council.

- Develop a Master Plan to support the redevelopment of the Colac Central Business District streetscape including traffic management, parking and the Memorial Square.

New Initiatives

- Nil

Fees and Charges Impact

There are no fees and charges applicable to Sustainable Planning and Development Management.

Strategic Plan Impact

The provision of Sustainable Planning and Development Management services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*
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.*
Environmental Management	*Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.*
Economic Development	*Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy and partnership.*

Strategy: 1.1.5	*Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government.*
Strategy: 1.1.10	*Meet our statutory obligations for community safety, security and responses to emergency situations.*
Strategy: 3.1.2	*Ensure that responsible planning mechanisms are used to control development in areas potentially affected by climate change.*
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.*
Strategy: 5.1.3	*Support local business to develop and succeed.*

3.5.2 ECONOMIC DEVELOPMENT – BUSINESS SECTION

Mission

Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership. The Economic Development Unit works with government, business and community partners to achieve this by focussing on 7 key themes:

1. Workforce Development
2. Climate Change
3. Business Development
4. Regional Development Planning
5. Marketing and Promotion
6. Infrastructure
7. Economic Development Leadership

Activities

Business Development

The Shire's current model of economic development recognises the importance of consultation and engagement with local business. In this regard the Shire is actively developing a model designed to:

- Foster innovation;
- Encourage the diversification and clustering of local business;
- Create jobs; and
- Increase community and local business access to business development resources.

Climate Change

Australia's transition to a low carbon economy has commenced and the Colac Otway Shire in conjunction with regional planning bodies including G21, has a key role to play in facilitating this transition at a local level through regulatory and policy frameworks that:

- Work with business to recognise growth potential from climate change initiatives
- Promote and provide incentives for environmental performance –'local green economy awards' Provide opportunities for investment or partnerships in 'green collar economy' workforce skill development and training.
- Promote and celebrate 'green economy' innovation and employment opportunities

- Consolidate and build upon Commonwealth and State Government initiatives designed to assist industry and business to mediate the impact of climate change or 'offset' carbon emission footprint.

- Economic Development leadership

Economic Development Leadership

Colac Otway Shire will continue to provide leadership to ensure ongoing economic growth. Involving business, industry groups, government officials and agencies working together towards a common vision is essential to promote a whole of Council approach to economic development initiatives and projects.

Infrastructure

One of Council's roles in economic development is the development of infrastructure for business investment, growth and local liveability. All forms of infrastructure contribute to economic development from industrial parks to halls or playgrounds.

Investment in infrastructure is economically sound as the long term benefits and return on investment is always far in excess of the original allocation.

Regional Development Planning

The Shire is committed to facilitating the development and growth of its rural towns, the hinterland districts of Apollo Bay and Colac in addition to actively participating for example in G21, Great South Coast, Geelong Otway Tourism and Corangamite Catchment Management Authority activities.

Active participation in these regional planning initiatives among others provides a number of opportunities for the Colac Otway Shire to leverage the further development for its municipality.

Workforce Development

Workforce development promotes individual, business, industry and regional economic growth. It is driven by industry and workers needing to be responsive to external forces which include:

- Globalisation – markets, competition and standards

- Technology – manufacturing, increased productivity, communications increasing opportunities for adult learning in rural communities

- Demands of the new economy – open economies and low skilled workers

- Political change – legislation and national training frameworks

- Demographic shifts – labour force age profile, supply of housing, social and services

Budget

	Budget 2011/12	Budget 2012/13
Income	(1,500)	(2,000)
Expenses	313,417	477,463
Operating (Surplus)/Deficit	311,917	475,463

Financial Impact

The net cost for Economic Development - Business Section is $475,463 and has increased by $163,546 to last year's budget as a result of the completion of a number of projects.

Key Deliverables

- Secure multiple grants for major projects, where possible, to reduce Council's matching contribution from other than rate revenue.
- Facilitate a strategic and integrated approach for grants applications which ensures alignment with the Council Plan and Budget.
- Plan and implement infrastructure projects that transform townships and promote economic development and community strengthening.
- Implement the Affordable Housing Strategy.

  Work with industry sectors on strategic workforce planning initiatives, including training and education.
- Encourage and promote renewable and alternative energy opportunities for the Colac Otway Shire.
- Implement new business support and facilitation services that make it easy to do business in the Shire.
- Implement Business Development training programs, networking events and Business Awards.
- Review Business Attraction and Retention Policy and replace with COS Marketing Brochure.
- Implement a review of Land Use Planning services for business enquiries and applications that facilitates new business establishment and existing business growth and development.
- Enhance Colac's regional service centre status through the development of a Marketing strategy.
- Internal review of the Lake Colac Management Master Plan with a view to gain funding for external review.
- Promote and encourage the development of infrastructure to support Lake Colac tourism and community use.
- Implementation of the Lake Colac Management Plan and Foreshore Master Plan.
- Promote the Shire's strengths and competitive advantages to attract new investment.
- Identify the capacity, demand and rating of accommodation in Colac including the attraction of a high end quality star hotel.
- Implement the Apollo Bay Harbour Precinct Master Plan.
- Coordinate the Small Towns Improvement Program.
- Undertake streetscape planning for Colac CBD including Memorial Square and Colac's Eastern and Western entrances.

- Investigate Social Networking options for COS.
- Liaise with local Real Estate Industry to monitor the local market and encourage diversity in housing choice.

New Initiatives

- Former Colac High School Master Plan Project; and
- Colac Marketing Strategy Implementation Plan.

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Economic Services – Business Section services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfilll 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.*
Physical Infrastructure and Assets	*Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.*
Economic Development	*Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy and partnership.*
Community Health & 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.*

Strategy: 2.1.1	*Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.*
Strategy: 5.1.1	*Support the development of a diverse, skilled and capable workforce.*
Strategy: 5.1.2	*Work with business to recognise growth potential from climate change and renewable energy initiatives.*
Strategy: 5.1.3	*Support local business to develop and succeed.*
Strategy: 5.1.4	*Lead, support and/or participate in regional and local development networks and partnerships.*
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.*
Strategy: 5.1.6	*Facilitate the development of infrastructure for business investment, growth and liveability.*
Strategy: 5.1.7	*Work in partnership with business, industry groups, government and agencies on sustainable economic growth.*
Strategy: 6.1.4	*Support local communities to develop, grow and be great places to live.*

3.5.3 ECONOMIC DEVELOPMENT – TOURISM SECTION

Mission

Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership. The Economic Development Unit works with government, business and community partners to achieve this by focussing on 7 key themes:

1. Workforce Development
2. Climate Change
3. Business Development
4. Regional Development Planning
5. Marketing and Promotion
6. Infrastructure
7. Economic Development Leadership

Activities

The Colac Otway Shire's Economic Develop Unit (EDU) actively participates in regional marketing and Shire based marketing and promotion initiatives designed to promote 'brand awareness' of Colac, the Otways and Great Ocean Road region as an accessible nature based tourist destination or an accessible to Melbourne and Geelong work-life balance lifestyle 'sea change' or 'tree change' destination.

Budget

	Budget 2011/12	Budget 2012/13
Income	(305,500)	(293,500)
Expenses	921,786	917,369
Operating (Surplus)/Deficit	616,286	623,869

Financial Impact

The net cost for Economic Development - Tourism Section is $623,869 and has remained at similar levels to last year's budget.

Key Deliverables

- 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.

New Initiatives

- Since the demise of Otways Tourism, take responsibility for the direct delivery of tourism marketing and industry development within the shire.

- Employ a Tourism Development Officer to work from the Great Ocean Road Visitor Information Centre in Apollo Bay and to work with Shire Tourism operators to strengthen the industry in the shire.

Fees and Charges Impact

There are minimal fees and charges.

The major component of the income is sales on products sold at the Visitor Information Centres.

Strategic Plan Impact

The provision of Economic Development – Tourism Section services directly links to the Council Plan as follows:

Economic Development	*Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy and partnership.*

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.*

3.5.4 ENVIRONMENT

Mission

The Environment and Community Safety Business Unit strives to improve environmental management in accordance with the Environment Strategy to help make the Colac Otway region a better place to live, work and play.

Activities

Environmental Community Engagement Program

Council will increase community involvement in environmental projects and raise awareness of environmental issues. The focus will be around the protection of significant environmental assets.

Environmental Planning Program

Council is the authority responsible for managing strategic and statutory planning processes to ensure sustainable development. This may require working with third parties to decide the appropriate response. Where breeches occur it may be necessary to enforce compliance orders. This program also monitors private forestry compliance with the Forestry Code of Practice.

Environmental Protection Program

Council aims to carry out strategic on-ground works that will help protect environmental values. The focus of the program is to protect valuable environmental assets from significant environmental threats.

Environmental Sustainability Program

Council has endorsed an Environment Strategy that aims to ensure that all Council activities are carried out in an environmentally sustainable fashion.

The demonstration of environmental best management practices will be used to encourage sustainability improvements for the wider community.

Budget

	Budget 2011/12	Budget 2012/13
Income	0	0
Expenses	515,497	534,359
Operating (Surplus)/Deficit	515,497	534,359

Financial Impact

The net cost for Environment Services Management is $534,359 and has increased marginally by $18,862 to last year's budget. The increase in costs includes the usual Award and EBA impacts and other operating costs.

Key Deliverables

- Implementation of the Environment Strategy.
- Development of two year Action Plans for the Environment Program.
- Provide advice to infrastructure and Cosworks to ensure that environmental issues associated with road works are managed in accordance with the plan.
- Develop and implement action plans to manage the threats to environmental assets on Council managed land in accordance with the Environment Strategy 2010-2018.
- Continue to implement the Lake Colac Management Plan and the Re-vegetation and Weed Control Master Plan.
- Continue to carry out audits of forestry operations on private land.
- Provide environmental advice on planning applications and strategic planning projects.
- Provide advice and support to the Planning Department for planning scheme amendments.
- Coordinate the Sustainability Working Group.
- Continue a program of works and practices to reduce Council's carbon footprint.
- Continue to implement agreed, viable water saving measures.
- Implement the Environmental Sustainability Policy.
- Coordinate a range of environmental events across the region.
- Encourage energy efficiency including the use of renewable and alternative energy sources.
- Carry out Social Justice Services for non-profit organisations

New Initiatives

- Develop a Carbon Neutral Plan for Council.
- Develop Management Plans for high conservation areas of Council Managed Land
- Finalise Council's Roadside Environment Management Plan.
- Initiate a regional project to increase community resilience to climate change in the Barwon South West Region.

Fees and Charges Impact

No fees and charges are applicable.

Strategic Plan Impact

The provision of Environment services directly links to the Council Plan as follows:

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

Strategy: 4.1.1	*Develop a coordinated approach to managing environmental issues across all Council activities.*
Strategy: 4.1.2	*Ensure the protection and enhancement of environmental values on Council owned and managed land.*
Strategy: 4.1.3	*Facilitate the protection and enhancement of environmental values on private land.*
Strategy: 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.*
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.*
Strategy: 6.1.1	*Provide, facilitate or advocate for a range of health, recreation, community services and facilities.*

3.5.5 LOCAL LAWS

Mission

The Environment and Community Safety Business Unit strives to improve environmental management and community safety to help make the Colac Otway region a better place to live, work and play.

Activities

Council's Local Laws Unit is concerned with delivering local law services which improve the overall safety and well-being of residents and domestic animals and livestock through effective enforcement and pro-active regulatory services involving education, information provision and increasing community awareness of civic responsibilities.

The Local Laws Unit provides the following services to the community:

- Enforcement of Local Laws, Statutory Regulations and Relevant Acts
- Registration and impoundment of Domestic animals
- Impoundment of livestock
- Parking enforcement and signage
- Provision of school crossing monitoring services
- Impoundment of abandoned vehicles and disposal
- Assessment of applications and issue of relevant permits (i.e. A-frames and Disabled Parking).
- Fire prevention and litter/waste dumping duties.

Budget

	Budget 2011/12	Budget 2012/13
Income	(285,700)	(316,500)
Expenses	601,247	622,531
Operating (Surplus)/Deficit	315,547	306,031

Financial Impact

The net cost for Local Laws is $306,031 and has decreased marginally by $9,516 to last year's budget.

Key Deliverables

- Ensure training and development of staff is undertaken to deliver best practice service and knowledge of relevant legislation.
- Implement procedure to ensure parking control is enforced in a professional manner throughout the process from Infringement issue to finalisation of offence and undertake a review of the infringement procedure.
- Ensure the School Crossings are adequately serviced and managed with Supervisors receiving training as required.
- Ensure all categories of Permits issued, including, Hoarding, Street Furniture, Display Goods, Disabled Parking, Work Zone, Event, Stock Crossing/Grazing, Street Stalls and others are processed in an efficient and timely manner and compliance with conditions is maintained.
- Undertake review of Local Laws.
- Investigate a Cat De-sexing Voucher Scheme.
- Investigate costs and benefits of electronic parking systems.
- Implement and review the Domestic Animal Management Plan.
- Develop an Animal Emergency Management Plan.

New Initiatives

- Complete a review of the Local Laws in preparation for amendments.
- Finalise the Emergency Animal Management Plan.

Fees and Charges Impact

There are a variety of fees and charges which are included in the Budget Document at Appendix E.

Strategic Plan Impact

The provision of Local Laws services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*

Strategy: 1.1.4	*Continuously improve the services directly provided by Council.*
Strategy: 1.1.10	*Meet our statutory obligations for community safety, security and responses to emergency situations.*

3.5.6 EMERGENCY MANAGEMENT

Mission

The Environment and Community Safety Business Unit strives to improve environmental management and community safety to help make the Colac Otway region a better place to live, work and play.

Activities

Fire Prevention Inspections and Standpipe Management

Council is the authority responsible for carrying out fire prevention inspections during the fire danger period and managing access to standpipes and maintaining infrastructure for standpipe use. This requires Council to work closely with CFA and Barwon Water to ensure appropriate practices are being carried out by the broader community.

Municipal Emergency Management

Council aims to implement and review the various Municipal Plans related to emergency management and coordinate and support the various Committees required to oversee these plans.

Municipal Fire Prevention

Council aims to implement and review the Municipal Fire Prevention Plan and develop the Municipal Fire Management Plan and coordinate and support the Municipal Fire Prevention Committee and the Municipal Fire Management Planning Committee.

Budget

	Budget 2011/12	Budget 2012/13
Income	(61,684)	(69,000)
Expenses	347,025	340,088
Operating (Surplus)/Deficit	285,341	271,088

Financial Impact

The net cost for Emergency Management is $271,088 and has decreased by $14,253 to last year's budget.

Key Deliverables

- Manage access and maintenance for standpipes in the region.
- Manage Fire Access Road subsidy scheme.
- Coordinate and support the Municipal Fire Management Planning Committee.

- Monitor, review and where responsible implement the Municipal Fire Prevention Plan and the Municipal Fire Management Plan.
- Implementation of the statutory fire inspection process.
- Establish integrated fire management practices and endorse Township Protection Plans and Neighbourhood Safer Places where appropriate.
- Implementation of the Neighbourhood Safer Places Plan.
- Coordinate Emergency Management procedures across the organisation.
- Coordinate the Municipal Emergency Management Planning Committee.
- Coordinate Relief and Recovery planning.

New Initiatives

- Development/Implementation of the Municipal Fire Management Plan.
- Implementation of the Municipal Recovery and Relief Centre Plans.
- Continue to identify potential Neighbourhood Safer Places and where appropriate designate and maintain them.

Fees and Charges Impact

There are fees and charges applicable for water from standpipes and for fire hazard removal.

Strategic Plan Impact

The provision of Emergency Management services directly links to the Council Plan as follows:

Leadership and Governance	*Council will fulfill 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.*

Strategy: 1.1.10	*Meet our statutory obligations for community safety, security and responses to emergency situations.*

3.5.7 STRATEGIC PLANNING

Mission

The Strategic Planning Unit provides an integrated and customer driven service in accordance with the relevant legislation, undertaking strategic planning that guides the sustainable long term needs of the Colac Otway community.

Activities

Planning Scheme Amendments

Council is the Planning Authority responsible for administering the Colac Otway Planning Scheme, and for maintaining and improving the operation of the Scheme. It is responsible for amending the Scheme from time to time, subject to the processes established by the Planning and Environment Act 1987.

The Strategic Planning Unit is responsible for preparing and exhibiting amendments to the Planning Scheme that modifies local provisions consistent with State planning policy. Amendments are undertaken to implement the outcomes of strategic planning undertaken for the municipality. The process requires consideration of submissions and representation of Council at independent Panel hearings. Amendments adopted by Council are forwarded to the Planning Minister for approval.

Amendments are also exhibited in response to requests by land owners for rezoning of land or changes to controls affecting their land. Combined planning scheme amendment and planning permit applications are sometimes used to concurrently rezone land to authorise a specific development proposal.

Strategic projects

Council's strategic planning function is to provide a robust policy base to guide statutory decision making within the Shire. A range of strategic planning projects are undertaken which result in amendments to the Planning Scheme, and which provide guidance to decision making in Planning as well as other departments of Council. The Council is required under the Planning and Environment Act 1987 to review the operation of the Planning Scheme every four years, which assists in identifying policy gaps and in shaping the future strategic planning program (and Council Plan).

Planners work in partnership with other council departments, local communities and relevant government agencies and organisations, and are often involved collaboratively on projects such as Future Coasts, implementation of the Apollo Bay Master Plan or the G21 Regional Growth Plan. Advice is also provided to Council on various planning matters, and input/advice is given to State Government planning initiatives.

In undertaking strategic planning officers are actively engaged in robust community consultation at key stages of planning processes which is an important element in the successful delivery of projects.

Budget

	Budget 2011/12	Budget 2012/13
Income	(1,000)	0
Expenses	268,171	277,953

Operating (Surplus)/Deficit	267,171	277,953

Financial Impact

The net cost for Strategic Planning is $277,953 and has increased by $9,782 to last year's budget.

The increase in costs includes the usual Award and EBA impacts and other operating costs.

Key Deliverables

- Exhibit a Planning Scheme amendment for the Apollo Bay Harbour Master Plan utilising State Government funds.
- Finalise Planning Scheme Amendment C69 to implement the Rural Living Strategy.
- Prepare and exhibit a planning scheme amendment to implement the Colac and Apollo Bay Car Parking Strategy.
- Finalise the Birregurra Neighbourhood Character Study and Birregurra Structure Plan.
- Participate in the finalisation and implementation of the G21 Regional Growth Plan.
- Contribute to finalisation of the Shire's Heavy Vehicle and Road Hierarchy Study.
- Advocate for State Government funding to complete more localised coastal hazard vulnerability assessments in coastal parts of the Shire.
- Commence a review of the Colac Structure Plan.
- Finalise Planning Scheme Amendment C68 which updates the mapping and Schedule to the Erosion Management Overlay.
- Introduce a Salinity Management Overlay to affected areas.
- Undertake a planning scheme amendment to revise the mapping of land in the Vegetation Protection and Environmental Significance Overlays based on updated DSE mapping.
- Finalise Planning Scheme Amendment C65 (follow-up planning scheme amendment to Amendment C55).
- Develop local planning policy/provisions relating to bushfire risk utilising State Government funds.
- Assist with implementation of the Colac CBD and Entrances Project, including exhibition of a planning scheme amendment.

New Initiatives

- Development of local policy relating to bushfire risk; and
- Review of the Colac Structure Plan.

Fees and Charges Impact

There are minimal fees and charges applicable to Strategic Planning. Fees are payable from land owners for requests for Council to amend the Planning Scheme (e.g. rezone land), but these requests are infrequent and generate low revenue.

Strategic Plan Impact

The provision of Strategic Planning services directly links to the Council Plan as follows:

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.*

Strategy: 3.1.1	*Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community.*
Strategy: 3.1.2	*Ensure that responsible planning mechanisms are used to control development in areas potentially affected by climate change.*
Strategy: 3.1.3	*Ensure all Council land use plans and strategies are current and responsive.*
Strategy: 3.1.6	*Ensure that environmental risks are adequately addressed for new development and land use.*
Strategy: 4.1.3	*Facilitate the protection and enhancement of environmental values on private land.*
Strategy: 5.1.6	*Facilitate the development of infrastructure for business investment, growth and liveability.*

3.5.8 STATUTORY PLANNING

Mission

The Statutory Planning Unit provides an integrated and customer driven service in accordance with its legislative responsibilities, delivering consistent and quality outcomes that meet the needs of the Colac Otway community. The Department preserves the amenity and safety of the Shire's natural and built environment through consistent and proactive enforcement of legislative requirements.

Activities

Planning Permit Applications

Council is the responsible authority under the Planning and Environment Act 1987, and has a statutory role in the assessment and determination of planning permit applications, including preliminary assessment, requests for further information, site inspections, public notice, referrals to other agencies, mediation of objections and reporting. Officers represent Council at the Victorian Civil and Administrative Tribunal (VCAT) where appeals are sometimes lodged against Council's decisions. Whilst most decisions are made under delegation, a small number of applications are determined by the Shire's Planning Committee. Where objections are received to applications, efforts are made to meet and resolve concerns prior to a decision.

Other activities associated with the issue of planning permits include consideration of requests for:

- Approval of amended plans under secondary consent
- Approval of plans submitted to comply with permit conditions
- Extension of the time limit of permits
- Amendments to planning permits including permit conditions.

Subdivisions

Council is responsible for administering the Subdivision Act 1988, including certification of plans of subdivision or consolidation, and issuing Statements of Compliance once all outstanding issues have been resolved and planning permit conditions met. It requires considerable liaison with Council's Infrastructure Unit and external servicing authorities.

Planning Enforcement-Statutory Planning Enforcement

Council has a statutory responsibility for enforcement of the Colac Otway Planning Scheme, including compliance with planning permit conditions and other provisions of the Scheme itself including Section 173 agreement requirements. This activity entails detailed investigation, and in some cases issuing of Infringement Notices, applications for Enforcement Orders through VCAT or prosecution through the Magistrates Court, and incorporates proactive monitoring of issued permits for compliance with conditions. There is significant integration with enforcement of building legislation.

General

In addition to processing planning permit applications, the Statutory Planning Unit is responsible for:

- Providing advice to internal staff and external customers on planning scheme provisions.
- Attending pre-application meetings
- Providing property information.
- Reporting planning permit activity to the State Government.
- Administering Section 173 agreements.
- Responding to internal referrals from other Departments.

Budget

	Budget 2011/12	Budget 2012/13
Income	(196,300)	(210,300)
Expenses	885,255	962,071
Operating (Surplus)/Deficit	688,955	751,771

Financial Impact

The net cost for Statutory Planning is $751,771 and has increased by $62,816 to last year's budget as a result of an expected increase in fees and charges.

The increase in costs includes the usual Award and EBA impacts and other operating costs.

Key Deliverables

- Maintain a high level of compliance with statutory time frames for processing of planning permit applications.
- Ensure that where coastal development is in low lying areas, the potential effects of climate change, particularly sea level rise and storm surge is considered, and appropriate measures taken to incorporate conditions in approvals that minimise the risk of future flooding.
- Finalise a policy for Planning Enforcement that indicates how planning enforcement will be prioritised.
- Continue to implement mechanisms to improve knowledge of building and planning requirements/ responsibilities, including improved access to information on Council's website.
- Document and continuously improve processes and procedures for assessment and determination of building and planning permit applications, including participation in the MAV STEP Planning Process Improvement Program and implementation of recommendations from the Audit of Planning Processes undertaken in 2011.

New Initiatives

Actively encourage participation of local permit applicants in the use of the SPEAR program for electronic lodgement of planning permit and subdivision applications

Fees and Charges Impact

Most of the fees and charges for Statutory Planning are set by Statute. The level of fees and charges depends primarily on the expected development within the Shire. The fees and charges are detailed in the Budget Document at appendix E.

Strategic Plan Impact

The provision of Statutory Planning services directly links to the Council Plan as follows:

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.*

Strategy: 3.1.2	*Ensure that responsible planning mechanisms are used to control development in areas potentially affected by climate change.*
Strategy: 3.1.4	*Enforce planning and building regulations to meet legislative requirements.*
Strategy: 3.1.5	*Ensure consistent and timely decision making for building and planning applications that meet Council's policy framework.*
Strategy: 6.1.4	*Support local communities to develop, grow and be great places to live.*

3.5.9 BUILDING SERVICES

Mission

The Building Services Unit provides an integrated and customer driven service in accordance with the relevant building related legislation, and preserves the amenity and safety of the Shire's natural and built environment through consistent and proactive enforcement of public safety requirements. The focus of the unit has shifted in recent years from building permit processing to ensuring that legislative responsibilities relating to public safety are met.

Activities

Permit Issuance

Council is responsible under the Building Act for providing a service of processing building permit applications for development within the municipality. This requires assessment of applications against building standards established in legislation by the State Government. It is also responsible for carrying out inspections and issuing occupancy certificates at completion of development for permits issued by Council. Inspections are undertaken at different stages of the building process. Under the Act, private building surveyors can also issue building permits within the municipality, thereby competing with the Council for market share. Colac Otway Shire has achieved approximately a 10-20% market share in recent years, which has reduced due to increased local competition and a focus of Council on meetings its public safety responsibilities.

Statutory Control

Council has a statutory responsibility for maintaining public safety and a safe built environment by enforcing compliance by land owners within the municipality with building legislation and safety standards. It is also responsible for meeting the building regulatory information needs of the community.

Responsibilities include:

- Issuing property information data to solicitors & private building surveyors.
- Administering building permits issued by private surveyors.
- Providing general and technical advice in relation to building regulatory requirements.
- Resolving building related complaints.
- Carrying out enforcement as necessary, including Building Notices and Orders, and subsequent court hearings.
- Processing requests for copies of building plans.
- Undertaking a program of Essential Safety Measures inspections.
- Monitoring compliance with child proof swimming pool fencing requirements.
- Monthly reporting to the Building Commission of permit activity.

- Issuing Temporary Places of Public Entertainment permits for structures associated with events.
- Responding to applications for demolition of buildings under Section 29A of the Building Act.
- Responding to referrals from other Departments.
- Considering and determining "Report and Consent" applications (i.e. applications to vary the site requirements of the Building Act).

Budget

	Budget 2011/12	Budget 2012/13
Income	(145,800)	(141,800)
Expenses	292,558	235,759
Operating (Surplus)/Deficit	146,758	93,959

Financial Impact

The net cost for Building Services is $93,959 and has decreased by $52,799 to last year's budget.

Key Deliverables

- Increase the degree of audits for compliance of privately owned commercial premises with the Essential Safety legislative requirements.
- Maintain a high level of compliance with legislative requirements for swimming pool fencing.
- Respond as appropriate to complaints concerning illegal building works.

New Initiatives

- Nil

Fees and Charges Impact

There are various fees and charges depending on the value of the development. Details of fees and charges are included in the Budget Document at Appendix E.

Strategic Plan Impact

The provision of Building services directly links to the Council Plan as follows:

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.*

Strategy: 3.1.4	*Enforce planning and building regulations to meet legislative requirements.*

3.6 Resources

The following provides details of the numbers of Full Time Equivalent (FTE) staff and Employee costs for each unit as expected for 30 June 2013.

	Full Time Equivalent	Employee Costs ($'000)
Chief Executive Office	3.8	459
Corporate & Community Services		
Management	1.95	259
Finance & Customer Services	18.04	1,427
Health & Community Services	36.27	2,512
Information Services	8.22	650
Organisation Support & Development	5.40	489
Recreation, Arts & Culture	21.79	1,686
Total Corporate & Community Services	91.67	7,023
Infrastructure & Services		
Management	2.06	270
Capital Works	6.00	508
COS Works	56.42	2,506
Major Contracts	3.78	346
Sustainable Assets	6.00	506
Total Infrastructure & Services	74.26	4,136
Sustainable Planning & Development		
Management	2.00	278
Economic Development	10.28	748
Environment & Community Safety	14.31	1,040
Planning & Building	13.00	1,133
Total Sustainable Planning & Development	39.59	3,199
TOTALS	209.32	14,817

4 APPENDICES

4.1 Overview to Appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in this report.

The information contained in the appendices has not been included in the main body of the report due to the interests of clarity and conciseness. However, Council has decided that whilst the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

Appendix A – Budgeted Standard Statements

This appendix presents information in regard to the Budgeted Standard Statements. The appendix includes the following budgeted information:

- Budgeted Standard Income Statement
- Budgeted Standard Balance Sheet
- Budgeted Standard Cash Flow Statement
- Budgeted Standard Capital Works Statement
- Budgeted Statement of Investment Reserves

Appendix B – Statutory Disclosures in the Annual Budget

This appendix presents information required pursuant to the Act and the Regulations to be disclosed in the Council's annual budget.

The appendix includes the Council's 2012-2013 Rates and Charges.

Appendix C – Capital Works Programme

This appendix presents a listing of the capital works projects that will be undertaken for the 2012-2013 year. The capital works projects are grouped by class and include new works for 2011/12.

Appendix D – Key Strategic Activities

Pursuant to Section 127 of the *Local Government Act* 1989, this appendix presents a number of strategic activities to be undertaken during the 2011/12 year and performance targets and measures in relation to these.

Appendix E – User Pay Charges

This appendix presents a list of user pay charges that are both Council and Statutory Fees that list the current fee and the recommended fee for 2012-2013.

4.2 Appendix A - Budget Standard Statements

This appendix presents information in regard to the Budgeted Standard Statements.

This appendix includes the following budgeted information:

- Budgeted Standard Income Statement
- Budgeted Standard Balance Sheet
- Budgeted Standard Cash Flow Statement
- Budgeted Standard Capital Works Statement
- Budgeted Statement of Investment Reserves

4.2.1 Budgeted Standard Income Statement

For the year ending 30 June 2013

	Forecast 2011-2012 $'000	Budget 2012-2013 $'000	Variance $'000
Operating revenue:			
Rates and charges	21,370	22,887	1,517
Statutory fees and charges	515	500	(15)
User fees and charges	4,499	3,837	(662)
Grants - operating	8,424	8,627	203
Contributions - cash	512	45	(467)
Reimbursements	216	135	(81)
Finance revenue	474	446	(28)
Other revenue	50	170	120
Total operating revenues	36,060	36,647	587
Operating expenses:			
Employee benefits	14,323	14,817	494
Materials and services	5,575	5,729	154
Contracts	7,947	6,787	(1,160)
Depreciation	8,809	8,081	(728)
Finance expenses	346	332	(14)
Other expenses	1,758	1,309	(449)
Total operating expenses	38,758	37,055	(1,703)
Underlying Result for the year	(2,698)	(408)	2,290
Capital revenue:			
Grants - capital	2,985	6,328	3,343
Net gain / loss on disposal of assets	605	459	(146)
Total capital revenue	3,590	6,787	3,197
Capital expenses			
Net loss on disposal of property, infrastructure, plant and equipment	0	0	0
Total capital expenses	0	0	0
Surplus (deficit) for the year	892	6,379	5,487

4.2.2 Budgeted Standard Statement of Financial Position

For the year ending 30 June 2013

	Forecast 2011-2012 $'000	Budget 2012-2013 $'000	Variance $'000
Current assets			
Cash and cash equivalents	7,760	5,066	(2,694)
Trade and other receivables	2,605	2,505	(100)
Inventories	122	172	50
Total current assets	10,487	7,743	(2,744)
Non-current assets			
Other non-current assets	451	441	(10)
Property, infrastructure, plant & equipment	227,848	235,724	7,876
Total non-current assets	228,299	236,165	7,866
Total assets	238,786	243,908	5,122
Current liabilities			
Trade and other payables	(3,138)	(1,567)	1,571
Interest-bearing loans and borrowings	(393)	(486)	(93)
Trust	(255)	(230)	25
Provisions	(3,380)	(3,515)	(135)
Total current liabilities	(7,166)	(5,798)	1,368
Non-current liabilities			
Interest-bearing loans and borrowings	(3,796)	(4,770)	(974)
Provisions	(4,353)	(4,527)	(174)
Total non-current liabilities	(8,149)	(9,297)	(1,148)
Total liabilities	(15,315)	(15,095)	220
Net assets	223,471	228,813	5,342
Equity			
Accumulated surplus	(95,109)	(101,984)	(6,875)
Asset revaluation reserve	(121,705)	(122,205)	(500)
Other reserves	(6,657)	(4,624)	2,033
Total equity	(223,471)	(228,813)	(5,342)

4.2.3 Budgeted Standard Cash Flow Statement

For the year ending 30 June 2013

	2011-2012 $'000 Inflows (Outflows)	2012-2013 $'000 Inflows (Outflows)	Variance $'000 Inflows (Outflows)
Cash flows from operating activities			
Receipts			
General rates & charges	21,370	22,887	1,517
Operating grants and contributions	10,268	9,805	(463)
User charges	5,464	4,721	(743)
Finance revenue	474	446	(28)
Other revenue	1,253	1,609	356
	38,829	39,468	639
Payments			
Employee costs	(14,000)	(14,653)	(653)
Materials & services	(14,530)	(16,692)	(2,162)
Other expenses	(1,934)	(1,440)	494
	(30,464)	(32,785)	(2,321)
Net cash provided by operating activities	8,365	6,683	(1,682)
Cash flows from investing activities			
Proceeds from property, plant and equipment	666	505	(161)
Capital grants and contributions	3,284	6,961	3,677
Payments for property, plant and equipment	(14,334)	(17,553)	(3,219)
Net cash used in investing activities	(10,384)	(10,087)	297
Cash flows from financing activities			
Finance costs	(346)	(332)	14
Proceeds from borrowings	0	1,500	1,500
Repayment of borrowings	(656)	(433)	223
Trust Deposits	(32)	(25)	7
Net cash provided by (used in) financing activities	(1,034)	710	1,744
Net increase (decrease) in cash & cash equivalents	(3,053)	(2,694)	359
Cash & cash equivalents at beginning of year	10,775	7,760	(3,015)
Cash & cash equivalents at end of year	7,722	5,066	(2,656)

4.2.4 Budgeted Standard Capital Works Statement

For the year ending 30 June 2013

	Forecast 2011-2012 $'000	Budget 2012-2013 $'000	Variance $'000
Capital works areas			
Bridge & Culvert	678	1368	690
Building - Other Structures	317	279	(38)
Building Structures	2,114	5300	3,186
Drainage	753	895	142
Footpath and Cycleways	866	300	(566)
Kerb & Channelling	108	75	(33)
Land Improvements	803	930	127
Land	200	0	(200)
Off Street Car Parking	200	0	(200)
Plant, Furniture and Equipment	2,318	2,306	(12)
Roads	4,674	4505	(169)
Total capital works	13,031	15,958	2,927
Represented by:			
Asset renewal	7,853	8,992	1,139
New assets	3,133	955	(2,178)
Asset expansion/upgrade	2,044	6,010	3,966
Total capital works	13,030	15,957	2,927

4.2.5 Budgeted Standard of Investment Reserves

For the year ending 30 June 2013

	Forecast 2011-2012 $'000	Budget 2012-2013 $'000	Variance $'000
Statutory			
Car parking	138	138	0
Open space	584	584	0
Long Service Leave	1,571	1,621	50
Total statutory reserves	2,293	2,343	50
Restricted			
Port of Apollo Bay	1,481	0	(1,481)
Landfill Rehabilitation (Alvie)	524	581	57
Plant Replacement	1,270	945	(325)
Rehabilitation	160	160	0
Tirrengower Drainage	59	59	0
Carried Forward Projects	0	0	0
Total restricted reserves	3,494	1,745	(1,749)
Identified			
Colac Livestock Selling Centre	488	0	(488)
Kerbside Bin Replacement	282	436	154
Unfunded Superannuation	100	100	0
Total identified reserves	870	536	(334)
Discretionary			
Resource development	0	0	0
Total discretionary reserves	4,364	2,281	(2,083)
Total reserves	6,657	4,624	(2,033)

4.2.6 Reconciliation of Operating Result and Net Cash Flows

For the year ending 30 June 2013

	Forecast 2011-2012 $'000	Budget 2012-2013 $'000	Variance $'000
Surplus (deficit) for the year	**892**	**6,379**	5,487
Depreciation	8,809	8,081	(728)
Loss (gain) on sale of assets	(605)	(459)	146
Interest Paid	346	332	(14)
Capital Grants	(3,284)	(6,961)	(3,677)
Net GST Movement	1,204	1,550	346
Net movement in current assets and liabilities	1,003	(2,239)	(3,242)
Cash flows available from operating activities	**8,365**	**6,683**	(1,682)

4.3 Appendix B - Statutory Disclosures

4.3.1 Statutory disclosures required for Public Display of the Prepared Annual Budget.

This Schedule presents information required pursuant to the Act and the Regulations to be disclosed in the Council's Annual Budget. The disclosures include details on:

- Borrowings
- Rates and Charges
- Differential Rates

1. Borrowings

	Forecast 2011-2012 $'000	Budget 2012-2013 $'000
New borrowings (other than refinancing)	0	1,500
Debt redemption	656	433

2. Rates and charges

2.1 The proposed rate in the dollar for each type of rate to be levied

Type of Property	2011-2012 Cents/$CIV	2012-2013 Cents/$CIV
Residential – Colac, Colac East, Colac West, Elliminyt	0.3603	0.3759
Residential – Balance Shire	0.3063	0.3195
Rural - Farm	0.2847	0.2970
Holiday Rental	0.3603	0.3759
Commercial/Industrial – Colac, Colac East, Colac West, Elliminyt	0.5945	0.6203
Commercial/Industrial – Balance of Shire	0.5045	0.5263

2.2 The estimated amount to be raised by each type of rate to be levied

Type of Property	2011-2012 $	2012-2013 $
Residential – Colac, Colac East, Colac West, Elliminyt	3,602,787	3,888,052
Residential – Balance Shire	5,585,222	6,203,209
Rural - Farm	4,923,248	5,183,489
Holiday Rental	745,331	815,437
Commercial/Industrial – Colac, Colac East, Colac West, Elliminyt	1,374,521	1,534,127
Commercial/Industrial – Balance of Shire	859,812	910,573

2.3 The estimated total amount to be raised by rates

	2011-2012 $	2012-2013 $
Total rates to be raised	17,090,920	18,534,887

2.4 The proposed percentage change in the rate in the dollar for each type of rate to be levied, compared to that of the previous financial year

Type of Property	2011-2012 Change %	2012-2013 Change %
Residential – Colac, Colac East, Colac West, Elliminyt	5.3	4.34
Residential – Balance Shire	5.2	4.34
Rural - Farm	5.3	4.34
Holiday Rental	5.3	4.34
Commercial/Industrial – Colac, Colac East, Colac West, Elliminyt	5.3	4.34
Commercial/Industrial – Balance of Shire	5.3	4.34

2.5 The number of assessments for each type of rate to be levied, compared to the previous year

Type of Property	2011-2012 No.	2012-2013 No.
Residential – Colac, Colac East, Colac West, Elliminyt	4,992	5,038
Residential – Balance Shire	5,543	5,576
Rural - Farm	2,608	2,619
Holiday Rental	426	421
Commercial/Industrial – Colac, Colac East, Colac West, Elliminyt	607	616
Commercial/Industrial – Balance of Shire	329	334
Total number of assessments	14,505	14,604

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

2.7 The estimated total value of land in respect of which each type of rate is to be levied, compared with the previous year

Type of Property	2011-2012 $	2012-2013 $
Residential – Colac, Colac East, Colac West, Elliminyt	999,849,500	1,034,264,000
Residential – Balance Shire	1,823,549,436	1,941,319,000

Rural - Farm	1,729,500,500	1,745,398,000
Holiday Rental	206,845,000	216,915,000
Commercial/Industrial – Colac, Colac East, Colac West, Elliminyt	231,187,000	247,330,000
Commercial/Industrial – Balance of Shire	170,440,000	173,016,000
Total	5,161,371,436	5,358,242,000

2.8 The proposed unit amount to be levied for each type of charge under section 162 of the Act

Type of Charge	Per Rateable Property 2011-2012 $	Per Rateable Property 2012-2013 $
Municipal charge	147	149
Waste management charge – weekly	274	277
Waste management charge – fortnightly	186	186

2.9 The estimated amounts to be raised for each type of charge to be levied, compared to the previous year

Type of Charge	2011-2012 $	2012-2013 $
Municipal charge	2,008,020	2,054,859
Waste management charge – weekly	2,511,210	2,545,630
Waste management charge – fortnightly	26,226	27,342
Total	4,545,456	4,627,831

2.10 The estimated total amount to be raised by rates and charges

Type of Charge	2011-2012 $	2012-2013 $
Rates and charges	21,636,376	23,162,718
Supplementary rates	100,000	100,000
Total	21,736,376	23,262,718

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

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

- Changes in use of land such that residential land becomes business land and vice versa.

2.12 Other Charges

	Per Hectare 2011-2012 $	Per Hectare 2012-2013 $
Aire River (Special charge) Drainage Scheme	0.20	0.20
Tirrengower (Special charge) Drainage Scheme	2.50	2.50

3. Differential rates

3.1 Rates to be levied

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

- A general rate of 0.3759% (0.3759 cents in the dollar of CIV) for all rateable residential properties in Colac, Colac East, Colac West and Elliminyt less than 1.0 hectares.

- A general rate of 0.3195% (0.3195 cents in the dollar of CIV) for any land which is 1.0 hectare or more in area or which is not located in Colac, Colac East, Colac West or Elliminyt (balance of Shire).

- A general rate of 0.2970% (0.2970 cents in the dollar of CIV) for all rateable farm land.

- A general rate of 0.3759% (0.3759 cents in the dollar of CIV) for all rateable holiday rental properties.

- A general rate of 0.6203% (0.6203 cents in the dollar of CIV) for all rateable commercial and industrial properties in Colac, Colac East, Colac West and Elliminyt.

- A general rate of 0.5263% (0.5263 cents in the dollar of CIV) for all other rateable commercial and industrial properties not located in Colac, Colac East, Colac West and Elliminyt (balance of Shire).

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

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

3.2. Residential Land – Colac, Colac East, Colac West, Elliminyt

Any land which is located in Colac, Colac East, Colac West or Elliminyt that is not zoned for commercial or industrial use and which:

3.2.1 is vacant or used primarily for residential purposes and is less than 1.0 hectare in area; and

3.2.2 does not have the characteristics of:

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

3.3. Residential Land – Balance of Shire

Any land which is 1.0 hectare or more in area or which is not located in Colac, Colac East, Colac West or Elliminyt that:

3.3.1 is vacant or used primarily for residential purposes; and

3.3.2 does not have the characteristics of:

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

3.4 Rural Farm Land

Any land which is "Farm Land" within the meaning of section 2 of the *Valuation of Land Act* 1960.

3.5 Holiday Rental Land

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

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

3.5.2 is made generally available for holiday accommodation and is a secondary or supplemental source of income for the owner.

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

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

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

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

3.6.1 does not have the characteristics of:

a) Rural Farm Land;
b) Residential Land – Colac, Colac East, Colac West or Elliminyt; or
c) Holiday Rental Land; and

3.6.2 is used primarily for:

a) the sale of goods or services;
b) other commercial purposes; or
c) industrial purposes

or which is vacant but zoned for commercial or industrial use.

3.7. Commercial/Industrial Land - Balance of Shire

Any land which is not located in Colac, Colac East, Colac West or Elliminyt which:

3.7.1 does not have the characteristics of:
a) Rural Farm Land;
b) Residential Land – Balance of Shire; or
c) Holiday Rental Land; and

3.7.2 is used primarily for:
a) the sale of goods or services;
b) other commercial purposes; or
c) industrial purposes

or which is vacant but zoned for commercial or industrial use.

Other Charges

4. Municipal Charge

4.1 A Municipal Charge be declared for the period commencing 1 July 2012 to 30 June 2013 to cover some of the administrative costs of the Council.

4.2 The municipal charge be the sum of $149 per annum for each rateable property in respect of which a municipal charge can be levied.

***5.* Annual Service (Waste Management) Charges**

5.1 An annual service (waste management) charge of $277 per annum be declared for:

5.1.1 all land used primarily for residential or commercial purposes; or
5.1.2 other land in respect of which a weekly waste collection and disposal service is provided, for the period 1 July 2012 to 30 June 2013.

5.2 An annual service (waste management) charge of $186 per annum be declared for:

5.2.1 all land used primarily for residential or commercial purposes; or
5.2.2 other land in respect of which a fortnightly waste collection and disposal service is provided, for the period 1 July 2012 to 30 June 2013.

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

6. Aire River Special (Drainage) Charge

A special charge of $0.20 per hectare will be declared on those properties located within the Aire River Drainage Scheme for the period 1 July 2012 to 30 June 2013.

7. Tirrengower Special (Drainage) Scheme

The special charge for the Tirrengower drainage works previously declared by Council be fixed at $2.50 per hectare for the period 1 July 2012 to 30 June 2013.

8. Rating Objectives

RESIDENTIAL LAND – COLAC, COLAC EAST, COLAC WEST OR ELLIMINYT

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

Types and Classes:

Rateable land having the relevant characteristics described in the Recommendation**.**

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Land located in Colac, Colac East, Colac West and Elliminyt.

Use of Land:

Any use permitted under the relevant Planning Scheme**.**

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

Any buildings which are now constructed on the land or which are constructed prior to 30 June 2013.

RESIDENTIAL LAND – BALANCE OF SHIRE

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

Types and Classes:

Rateable land having the relevant characteristics described in the Recommendation.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Land which is not located in Colac, Colac East, Colac West or Elliminyt.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

Any buildings which are now constructed on the land or which are constructed prior to 30 June 2013.

RURAL FARM LAND

Objective:

To maintain and encourage the development of land for farming purposes and ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services.

Types and Classes:

Rateable land having the relevant characteristics described in the Recommendation.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district**.**

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

Any buildings which are now constructed on the land or which are constructed prior to 30 June 2013.

HOLIDAY RENTAL LAND

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services; and
4. Contribution towards tourism and economic development.

Types and Classes:

Rateable land having the relevant characteristics described in the Recommendation**.**

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

Any buildings which are now constructed on the land or which are constructed prior to 30 June 2013.

COMMERCIAL/INDUSTRIAL LAND – COLAC, COLAC EAST, COLAC WEST OR ELLIMINYT

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services; and
4. Contribution towards economic development and tourism.

Types and Classes:

Rateable land having the relevant characteristics described in the Recommendation.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Land located in Colac, Colac East, Colac West and Elliminyt.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

Any buildings which are now constructed on the land or which are constructed prior to 30 June 2013.

COMMERCIAL/INDUSTRIAL LAND – BALANCE OF SHIRE

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
2. Development and provision of health and community services; and
3. Provision of general support services; and
4. Contribution towards economic development and tourism.

Types and Classes:

Rateable land having the relevant characteristics described in the Recommendation.

Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location:

Land which is not located in Colac, Colac East, Colac West or Elliminyt.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

Any buildings which are now constructed on the land or which are constructed prior to 30 June 2013.

4.4 Appendix C - Capital Works Programme

This appendix presents a listing of the capital works projects that will be undertaken for the 2012-2013 year.

Detail of Works	Project Expense $'000
ROADS, CAR PARKS & TRAFFIC NETWORK	
Asset renewal	
Sealed Road Aggregate Cartage	130
Local Roads Reseal Programme	830
Guardrail Installation Programme	100
Asphalt Overlay Programme	70
Sealed Roads Major Patch Programme	300
Sealed Road Reconstruction Programme	1,600
Unsealed Road Resheet Programme	1,400
Kerb and Channel Replacement Programme	75
Footpath Replacement Programme	300
Slip Rehabilitation Programme	175
Bridge Replacement Programme	1368
Apollo Bay Streetscape Light pole Painting & Repairs	39
Total asset renewal	6,387
Upgraded assets	
School Bus Route Safety Improvements	20
Total asset upgrade	20
TOTAL ROADS, CAR PARKS & TRAFFIC NETWORK	6,407
DRAINAGE	
Asset renewal	
Stormwater Drainage Renewal Programme	100
Total asset renewal	100
Asset upgrade	
Duplicate stormwater outlet for Apollo Bay	305
Road Drainage Renewal Programme	440
Total asset upgrade	745
TOTAL DRAINAGE	845
PARKS, OPEN SPACE & STREETSCAPES	
Asset renewal	
Tennis Infrastructure Renewal	40
Open Space Renewal Programme	50
Total asset renewal	90

Detail of Works	Project Expense $'000
Asset upgrade	
Central Reserve Oval redevelopment	600
Total asset upgrade	600
Asset new	
Elliminyt Play Space	150
Total asset new	150
TOTAL PARKS, OPEN SPACE & STREETSCAPES	840
BUILDINGS	
Asset renewal	
Building Renewal Programme	600
Total asset renewal	600
Asset upgrade	
Colac Livestock Selling Centre	1,500
Blue Water Stadium Upgrade	3,460
Total asset upgrade	4,960
TOTAL BUILDINGS	5,560
PLANT, EQUIPMENT and OTHER	
Asset renewal	
Replacement of two way radio equipment	172
Light and Heavy Plant Replacement Programme	1,763
Information Technology Equipment Renewal - Capital	257
Telecommunications Systems Replacement	20
Furniture & Equipment Renewal Programme	25
Health and Fitness Equipment Renewal Programme	53
Events Equipment Replacement	17
Total asset renewal	2,305
TOTAL PLANT, EQUIPMENT and OTHER	2,305
TOTAL CAPITAL WORKS 2012-2013	15,957
Asset renewal	9,482
New assets	150
Asset expansion/upgrade	6,325

4.5 Appendix D – Key Strategic Activities

Objectives	Strategic Indicators	Target 2012-2013
Leadership and Governance Council will fulfill its statutory and legal obligations to its community and staff in a way that is: fair, ethical, inclusive, sustainable, financially responsible and meets the needs and practical aspirations of current and future generations	Liquidity Ratio	>150%
	Outstanding rates, charges and fees as a proportion of rates, charges and fees	<4%
	Average rate revenue per assessment	$1,269
	Audit Opinion issued on Financial Statements	Compliance with all statutory requirements
Physical Infrastructure and Assets Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future	Percentage of Capital Works expenditure projects completed	>85%
	Capital Works expenditure actual compared to budgeted expenditure	>85%
	Asset renewal sustainability index	100%
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.	Planning permits processed within statutory timeframes	>70%
Environmental Management Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.	Develop environmental plans for high value Council land.	12 plans developed
	Commence implementation of environmental management plans for high value Council land.	Implementation of 12 plans commenced
Economic Development Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.	Delivery of Business Development Events	16 events held during the year
Community Health and Wellbeing Council will promote community health	Exhibition of community and professional artists at the Colac Otway Performing Arts and Cultural Centre (COPACC)	>100 artists

Objectives	Strategic Indicators	Target 2012-2013
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	Maintain a membership base at Bluewater Fitness Centre.	>1,000 members
	Capacity usage of Council's Learn to swim program	>90%

4.6 Appendix E – User Pay Charges

2012/13 USER FEES AND CHARGES

INCREASES IN STATUTORY FEES

Some fees will be adjusted subject to changes in legislation e.g. Planning Permit Fees. The values will increase from 1 July 2012 once the new fees have been approved.

Penalty Unit

The value of a penalty unit will increase from 1 July 2012 to $125.19. Some fees, where known, have been adjusted.

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
CORPORATE AND COMMUNITY SERVICES				
CORPORATE SERVICES				
Community Bus Hire per km	C	10	$0.80	$0.97
Council Properties (per annum)	C	10		
- Bartlett St Kindergarten (Wydinia)	C	10	$237	$247
- Apollo Bay Newssheet			$706	$736
Aerodrome Landing Fees	C	10		
- Apollo Bay (per landing)	C	10	$7.20	$8.00
- Colac (per landing)			$5.20	$8.00
Freedom of Information (per application)	S	0	$24.40	$25.10
Land Information Certificate	S	0	$20	$20
Replacement Rate Notice	C		$20	$21
Printing and Photocopying				
- A4 sheet - A3 sheet - Coloured copy – A4 sheet	C	10	$0.35	$0.40

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
- Coloured copy – A3 sheet	C	10	$0.70	$0.70
	C	10	$0.70	$0.80
	C	10	$1.40	$1.50
Recreation Reserve Maintenance				
Central Reserve (per annum)				
- Youth & Recreation Centre	C	10	$592	$617
- Colac Cricket Association - Colac Football Club	C	10	$2,245	$2,342
- Colac Little Athletics	C	10	$6,695	$6,983
	C	10	$577	$602
Eastern Reserve (per annum)				
- Colac Cricket Club	C	10	$1,205	$1,257
- Colac Netball Association - Colac Baseball League	C	10	$680	$709
	C	10	$1,205	$1,257
Western Reserve (per annum)				
- Colac Cricket Association	C	10	$1,308	$1,364
- Imperials Football Club	C	10	$5,366	$5,597
Cricket Ground (per annum)				
- Colac Cricket Association	C	10	$536	$559
- Colac Umpires Association	C	10	$690	$720
Elliminyt Recreation Reserve (per annum)	C	10	$3,368	$3,513
- South Colac Sports Club - Elliminyt Tennis Club	C	10	$448	$467
COMMUNITY SERVICES				
Aged and Disability Services				
- Home Care (per hr)	C	0	$3.60 to $16.60	$3.60 to $16.60
- Personal Care (per hr) - Respite Care (per hr)	C	0	$3.60 to $16.60	$3.60 to $16.60
	C	0	$3.60 to $16.60	$3.60 to $16.60
Veterans Home Care (1st hr)	C	0	$5.20	$5.00

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
no further fee				
Overnight Respite (per night)	C	0	$32.10	$33.00
Property Maintenance (per hr plus materials)	C	0	$10.50 to $41.40	$10.50 to $41.40
Meeting Place				
In House Activities (per session)	C	10	$5.00	$5.20
Community Transport				
Colac				
- Return	C	10	$8.00	$8.30
- One way	C	10	$4.00	$4.20
Colac District Birregurra/Forrest Beeac/Warrion				
- Return	C	10	$12.00	$13.00
- One way	C	10	$6.00	$6.30
Colac Otway Shire - Apollo Bay, Lavers Hill				
- Return	C	10	$23.00	$24.00
- One way	C	10	$13.00	$14.00
Colac to Geelong or Ballarat				
- Return	C	10	$23.00	$24.00
- One way	C	10	$13.00	$14.00
Colac to Warrnambool				
- Return	C	10	$28.00	$29.00
- One way	C	10	$15.00	$16.00
Colac to Melbourne				
- Return	C	10	$45.00	$47.00
- One Way	C	10	$25.00	$26.00
Full Cost Service	C	10	$0.80 per km + 10% admin	$0.83 per km + 10% admin
Out & About Day Out Trips	C	10	N/A	$25.00
Community Bus Transport to Activities	C	10	N/A	$5.00
Delivered Meals				
- Delivered meals (per meal) - All meals (per meal)	C	0	$8.30	$8.70

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
- (full cost recovery GST applies)	C	0	$8.30	$8.70
Family Day Care				
Care Charges (For Information Only)				
8am to 6pm Monday to Friday (per hour per child)	C	0	$6.70	$6.70
Before 8 am and after 6 pm Mon – Fri (per hour per child)	C	0	$7.50	$7.50
Saturday, Sunday and Public Holidays (per hour per child)	C	0	$7.50	$7.50
Holding Fees for booked hours				
Meals (per meal) - Breakfast - Snack - Lunch - Evening Meal	 C C C	 10 10 10	 $3.00 $1.20 $4.00	 $3.00 $1.20 $4.00
	C	10	$5.00	$5.00
Trips	C	10	$4.00	$4.00
Late fee for payment in excess of seven (7) days of account being issued	C	10	$10.00	$10.00
Administration Levy				
Per family per week	C	10	$7.00	$0.30/ hour/child
Carers Levy	C	10	$0.10/ hour/child	$10/week
Public Health - *Septic Tanks*				
Septic tanks – trench, sand filter systems	C	0	$350	$365
Septic tank systems – aerated wastewater treatment	C	0	$330	$344
Septic tank alterations	C	0	$180	$188
Additional inspections	C	0	$85	$89
Health Administration (Registration Fees)				
Food premises - New - Renewal	 C C	 0 0	 $400 $275	 $417 $287
Pre-sealed Long Life Food				

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
- New	C	0	$140	$146
- Renewal	C	0	$90	$94
Fruit and Vegetables				
- New	C	0	$235	$245
- Renewal	C	0	$145	$151
Charitable Groups/Schools				
- New	C	0	$195	$203
- Renewal	C	0	$135	$141
Hospitals, Nursing Homes, Child Minding etc.				
- New				
- Renewal	C	0	$480	$501
	C	0	$370	$386
Caterers				
- New	C	0	$300	$313
- Renewal	C	0	$240	$250
Bed and Breakfast				
- New	C	0	$195	$203
- Renewal	C	0	$135	$141
Food Vehicles				
- New	C	0	$230	$240
- Renewal	C	0	$155	$162
Hairdressers/Beauty Parlours				
- New premises design fee	C	0	$85	$89
- Registration/renewal	C	0	$115	$120
Skin Penetration				
- New premises design fee	C	0	$85	$89
- Registration/renewal	C	0	$115	$120
Combo Beauty				
- New premises design fee	C	0	$95	$99
- Registration/renewal	C	0	$125	$130

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
Health Administration – Other Charges				
Prescribed Accommodation				
6 to 10 persons				
- New premises design fee	C	0	$95	$99
- Registration/renewal	C	0	$160	$167
11 to 20 persons				
- New premises design fee	C	0	$110	$115
- Registration/renewal	C	0	$195	$203
20+ persons				
- New premises design fee	C	0	$115	$120
- Registration/renewal	C	0	$240	$250
Combo Food Premises/Accommodation	C	0	$140	$146
Caravan Parks per site	S	0	$2.50	$2.50
Miscellaneous				
Transfer of Registration	C	0	50% of reg fee	50% of reg fee
Late Renewal Penalty Fee per Month	C	0	$30	$31
Conveyance Enquiries	C	0	$110	$115
Replacement Certificate	C	0	$40	$42
Immunisation - For individuals or a negotiated rate for mass immunisations where non-scheduled. Fee added to the cost of vaccine purchased.	C	10	$18	$19
BLUEWATER FITNESS CENTRE				
Aquatic Programs – daily charges				
Pool				
- Adult	C	10	$5.00	$5.20
- Student				
- Pensioner	C	10	$4.70	$4.60
- Child				
- Family	C	10	$4.50	$4.60
- School Group				
- Competitor Entry	C	10	$3.90	$4.00
- Parent/Toddler	C	10	$15.50	$16.00

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
	C	10	$3.30	$4.00
	C	10	N/A	$1.00
	C	10	$4.50	$4.60
Spa				
- Adult	C	10	$4.90	$5.20
- Student				
- Pensioner	C	10	$4.70	$4.60
	C	10	$4.40	$4.60
Sauna				
- Adult	C	10	$4.90	$5.20
- Student				
- Pensioner	C	10	$4.70	$4.60
	C	10	$4.40	$4.60
Swim Spa Sauna (SSS)				
- Adult	C	10	$9.80	$10.00
- Student				
- Pensioner	C	10	$8.80	$8.20
- Wet DRY Pass Adult				
- Wet DRY Pass Concession	C	10	$7.80	$8.20
	C	10	$15.00	$15.00
	C	10	$13.00	$13.00
Aqua				
- Adult	C	10	$10.50	$10.90
- Student				
- Pensioner	C	10	$9.50	$9.00
	C	10	$8.50	$9.00
Dry Programs				
Gym				
- Adult	C	10	$10.50	$10.90
- Student				
- Pensioner	C	10	$9.50	$9.00
- Senior Special				
	C	10	$8.50	$9.00
- Fitness Assessment (45 min)	C	10	$5.50	$5.70
- 1 session personal training	C	10	$45.00	$47.00

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
(45 min)				
- 5 ticket personal training	C	10	$45.00	$47.00
- 10 ticket personal training				
- 1 session group training	C	10	$200.00	$208.00
- 5 ticket group training	C	10	$375.00	$390.00
- 10 ticket group training	C	10	$60.00	$62.00
	C	10	$275.00	$283.00
	C	10	$550.00	$566.00
Aerobic				
- Adult	C	10	$10.50	$10.90
- Student - Pensioner	C	10	$9.50	$9.00
- Group entry (schools)	C	10	$8.50	$9.00
	C	10	$6.00	$6.00
Crèche – members				
- Child (per hour)	C	10	$6.00	$5.00
- Family Entry (per hour)	C	10	N/A	$7.00
Crèche – non-members				
- Child (per hour)	C	10	N/A	$7.00
- Family Entry (per hour)	C	10	N/A	$12.00
Memberships				
Gold (Aquatic & Dry)				
Adult				
- 12 months	C	10	$695.00	$715.00
- 6 months - 3 months	C	10	$485.00	$495.00
	C	10	$325.00	$325.00
Student				
- 12 months	C	10	$625.00	$595.00
- 6 months - 3 months	C	10	$430.00	$412.50

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
	C	10	$295.00	$268.00
Pensioner				
- 12 months	C	10	$575.00	$595.00
- 6 months	C	10	$390.00	$412.50
- 3 months	C	10	$255.00	$268.00
Family				
- 12 months	C	10	$1,020.00	$1,060.00
- 6 months	C	10	$720.00	$715.00
- 3 months	C	10	$480.00	$495.00
Silver (Dry)				
Adult				
- 12 months	C	10	$545.00	$555.00
- 6 months	C	10	$375.00	$385.00
- 3 months	C	10	$245.00	$250.00
- 10 ticket gym/aerobic	C	10	$100.00	$100.00
- 20 ticket gym	C	10	$155.00	$180.00
- 20 ticket aerobic	C	10	$155.00	$180.00
- 10 ticket aqua	CC	10	$100.00	$100.00
- 20 ticket aqua	C	10	$155.00	$180.00
- 30 ticket aqua	C	10	$230.00	$260.00
Student				
- 12 months	C	10	$490.00	$460.00
- 6 months	C	10	$335.00	$315.00
- 3 months	C	10	$220.00	$205.00
- 10 ticket gym/aerobic	C	10	$90.00	$80.00
- 20 ticket gym	C	10	$155.00	$145.00
- 20 ticket aerobic	C	10	$155.00	$145.00
- 10 ticket aqua				
- 20 ticket aqua				
- 30 ticket aqua				

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
	C	10	$90.00	$80.00
	C	10	$155.00	$145.00
	C	10	$230.00	$215.00
Pensioner				
- 12 months	C	10	$450.00	$460.00
- 6 months - 3 months	C	10	$310.00	$315.00
- 10 ticket gym/aerobic - 20 ticket gym	C	10	$200.00	$205.00
- 20 ticket aerobic - 10 ticket aqua	C	10	$80.00	$80.00
- 20 ticket aqua - 30 ticket aqua	C	10	$145.00	$145.00
	C	10	$145.00	$145.00
	C	10	$80.00	$80.00
	C	10	$145.00	$145.00
	C	10	$205.00	$215.00
Family				
- 3 months	C	10	$810.00	$848.00
- 6 months - 12 months	C	10	$555.00	$572.00
	C	10	$360.00	$395.00
Bronze (Aquatic)				
Adult				
- 12 months	C	10	$450.00	$460.00
- 6 months - 3 months	C	10	$310.00	$322.00
- 10 ticket swim - 20 ticket swim	C	10	$200.00	$208.00
	C	10	$49.00	$49.00
	C	10	$90.00	$92.00
Student				
- 12 months	C	10	$390.00	$390.00
- 6 months - 3 months	C	10	$265.00	$270.00
- 10 ticket swim - 20 ticket swim				

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
	C	10	$180.00	$180.00
	C	10	$47.00	$45.00
	C	10	$85.00	$82.00
Child				
- 12 months	C	10	$310.00	$320.00
- 6 months				
- 3 months	C	10	$220.00	$229.00
- 10 ticket swim				
- 20 ticket swim	C	10	$150.00	$156.00
	C	10	$38.00	$38.00
	C	10	$65.00	$68.00
Pensioner				
- 12 months	C	10	$380.00	$390.00
- 6 months				
- 3 months	C	10	$260.00	$270.00
- 10 ticket swim				
- 20 ticket swim	C	10	$170.00	$180.00
	C	10	$43.00	$45.00
	C	10	$78.00	$82.00
Family				
- 12 months	C	10	$695.00	$715.00
- 6 months				
- 3 months	C	10	$485.00	$495.00
	C	10	$325.00	$325.00
Learn to Swim				
- 30 min group lesson	C	10	$11.00	$11.00
- 30 min 1 on 1				
- Discount for 3 or more children enrolled	C	10	$35.00	$37.00
- Adult squad member	C	10	$9.00	$9.00
- Adult squad non-member				
- Multi squad pass member 10				
- Multi squad pass non member 10	C	10	$7.50	$7.80
- Schools Swim & Survive Program Entry	C	10	$10.50	$10.90
- Schools Instructor Charge	C	10	$65.00	$67.00

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
	C	10	$100.00	$100.00
	C	10	N/A	$2.80
	C	10	N/A	$50.00
Pool Hire				
- Lane hire/hr (during normal operating hrs)	C	10	$19.00	$20.00
- Whole pool ½ day<4 hrs (during normal operating hours)	C	10	$310.00	$323.00
- Whole pool full day 4+ hrs (during normal operating hours)				
- Lifeguard hire (outside normal operating hours)				
- Peak lane hire swim club	C	10	$420.00	$438.00
- Non peak land hire swim club				
	C	10	$32.50	$34.00
	C	10	$4.00	$4.00
	C	10	$2.00	$2.00
Stadium Hire				
- All day 9 hr max (during normal operating hours)	C	10	$395.00	$412.00
- Senior court hire/hr (assoc. only)				
- Junior court hire/hr (assoc. only)	C	10	$38.50	$48.00
- Squash court 1 hr				
- Squash court 30 min				
- Casual stadium entry adult	C	10	$34.00	$35.00
- Casual stadium entry student				
- Casual stadium entry child				

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
	C	10	$18.00	$19.00
	C	10	$9.50	$9.90
	C	10	$5.00	$5.20
	C	10	$4.70	$4.60
	C	10	$3.90	$4.00
Minor Hall Hire				
- Commercial	C	10	$40.00	$40.00
- Community - Room Hire/hr	C	10	$27.00	$28.00
	C	10	$27.00	$28.00
Other Charges				
- Pool party per child	C	10	$10.00	$10.00
- Instructor hire/hr aquatic or dry	C	10	$50.00	$50.00
- Membership cancellation fee	C	10	$5.00	$5.20
Direct Debit Memberships (per month)				
Gold				
- Adult	C	10	$57.00	$59.00
- Student - Pensioner	C	10	$50.00	$52.00
- Family - Concession	C	10	$47.00	$49.00
	C	10	$84.00	$88.00
	C	10	$47.00	$49.00
Silver				
- Adult	C	10	$45.00	$47.00
- Student - Pensioner	C	10	$39.00	$31.00
- Concession	C	10	$37.00	$39.00
	C	10	$37.00	$39.00

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
Bronze				
- Adult	C	10	$37.00	$39.00
- Student - Pensioner	C	10	$32.00	$33.00
- Child - Family	C	10	$31.00	$32.00
- Concession	C	10	$24.00	$25.00
	C	10	$57.00	$59.00
	C	10	$31.00	$32.00
Corporate				
- Gold family (12 month)	C	10	$867.00	$901.00
- Gold adult (12 month) - Direct Debit adult gold	C	10	$590.00	$608.00
- Direct Debit family gold - Silver adult (12 month)	C	10	$48.00	$50.00
- Bronze adult (12 month) - Bronze family (12 month)	C	10	$70.00	$73.00
	C	10	$463.00	$471.75
	C	10	$382.50	$391.00
	C	10	$590.00	$608.00

COPACC

All fees are INCLUSIVE of GST

AREA	EVENT/RATE	SPECIAL FUNCTION Incl. Commercial Special Function refers to a disco, cabaret, ball, business function, dinner dance or wedding		COMMUNITY from COLAC OTWAY Refers to organisations and recreation clubs which are not-for-profit		CHARITABLE ORGANISATIONS Are organisations which have charitable tax deductable status and provide a public benefit	
		2011/2012	**2012/2013**	**2011/2012**	**2012/2013**	**2011/2012**	**2012/2013**
ENTIRE VENUE HIRE (EXCL. Theatre and Cinema)	14 Hour Hire	$1,965	$2,049	$1,685	$1,757	$1,560	$1,627
	8 Hour Hire	$1,123	$1,171	$970	$1,012	$900	$939
	4 Hour Hire	$450	$469	$370	$386	$450	$469
	Hourly Rate	$170	$177	$130	$136	$115	$120
CIVIC HALL	14 Hour Hire	$1,200	$1,252	$800	$835	$750	$782
	8 Hour Hire	$685	$714	$500	$530	$450	$469
	4 Hour Hire	$450	$469	$350	$365	$300	$313
	Hourly Rate	$85	$89	$70	$75	$55	$57
CIVIC HALL Add On Rooms Hourly Rate	Kitchen	$36	$38	$25	$26	$20	$21
	Meeting Room 1	$36	$38	$20	$21	$20	$21
	Meeting Room 1&2	$45	$47	$40	$42	$30	$31
MEETING ROOM/S Hourly Rate	SINGLE ROOM (Between 8:30 & 5pm)	$32	$33	$27	$28	$22	$23
	DOUBLE ROOM (Between 8:30 & 5pm)	$48	$50	$44	$46	$39	$41
	SINGLE ROOM (After hours)	$55	$57	$47	$49	$44	$46
	DOUBLE RM. (After hours)	$70	$73	$60	$63	$50	$52
KITCHEN Hourly Rate	Between 8:30 & 5pm	$30	$31	$20	$21	$15	$16
	After Hours	$55	$57	$45	$47	$40	$42
GREEN ROOM	Hourly Rate	$28	$29	$25	$26	$20	$21
	After Hours	$45	$47	$40	$42	$40	$42
REHEARSAL ROOM Hourly Rate	Between 8.30 & 5pm	$32	$33	$27	$28	$22	$23
	After Hours	$55	$57	$47	$49	$44	$46
PUBLIC GALLERY Hourly Rate For Meeting & Convention	Between 8:30 & 5pm	$45	$47	$40	$42	$30	$31
	After Hours	$55	$57	$50	$52	$45	$47
BOND		$500-$700	$522-$730	$500-$700	$500-$700	$200-$500	$209-$522
DEPOSIT		$100	$104	$100	$100	$100	$104
ROLL OVER	Evening Prior	$100	$104	$70	$73	$50	$52
	All Day Prior	$150	$156	$120	$125	$100	$104

All hire rates include one duty supervisor.
Other labour charges will apply if hirers require additional function support ie. seminars or conferences.
COPACC provides tea, coffee and biscuits for external functions at a cost of $3.50 per person.
 # Cost of hire includes all table & chair set up, water and glasses, whiteboard. Additional audio visual and other technical equipment is charged separately.
 # Please Note: Prices listed above are subject to change at any time by Colac Otway Shire.
For information as to current rates, please view the Colac Otway web site link www.colacotway.vic.gov.au

AREA	EVENT/RATE	COMMERCIAL HIRE		COMMUNITY GROUPS, SCHOOLS & COUNCIL from COLAC OTWAY Refers to organisations and recreation clubs which are not-for-profit.	
		2011/2012	**2012/2013**	**2011/2012**	**2012/2013**
AUDITORIUM 1 *This rate includes one technician. There are additional charges for labour, ushers, lighting, booking fee, credit card charges and cleaning .Hiring of the venue during Colac Cinema's lease time are subject to an additional fee levied by the cinema)* *Min hire 4 hrs*	12 hour hire 11.30am – 11.30pm	$1,250	$1,304	$1,050	$1,100
	8 hour hire	$1,050	$1,095	$850	$890
	4 hour hire	$850	$887	$650	$680
	HOURLY RATE	$200	$209	$150	$160
	ADMIN FEE	$150	$156	$100	$150
	Hourly penalty	$280	$292	$280	$292
LABOUR CHARGES *Hourly rate*	Technical staff	$47 per hr	$49 per hr	$47 per hr	$50 per hr
CINEMA/BOX OFFICE CHARGES	Front of House/Ushers	$240	$250	$240	$50 per hr per person
	Ticketing – per ticket	$2.75	$2.75	$1.38	$1.38
	Credit Card Charges on sales	4%	4.20%	4%	4%
	Extra Cleaning	$45 per hr	$50 per hr	$45 per hr	$50 per hr
OTHER CHARGES	Grand Piano	$100	$104	Free	Free
	Piano Tuning	$220	$229	$230	$240
	Standard Lighting	*Now covered in venue hire*	*Now covered in venue hire*	*Now covered in venue hire*	*Now covered in venue hire*
	Cleaning	$75	$150	*$75*	*$150*

Public Gallery Exhibition & Display Hire Charges

	Commercial / Business	Professional Artist	Community Artist
Wall Display Only	$104 per day	$21 per day + 10% commission	10% commission
Wall & Floor	$156 per day	$26 per day + 10% commission	10% commission
Floor only	$104 per day	$21 per day + 10% commission	10% commission

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
INFRASTRUCTURE AND SERVICES				
Asset Management				
Special Charge Scheme - Contract administration - Scheme administration Design Fee - In house - Other	 C C C C	 0 0 0 0	 2.5% 3.0% 10% At cost	 2.5% 3.0% 10% At cost + 20%
Supervision of Sub-division Works (% of estimated cost of constructing works proposed)	S	0	2.5%	2.5%
Checking of Engineering Plans	S	0	0.75%	0.75%
Fee for Legal Point of Discharge Report *(as per Section 312(3) Building Regulations 2006)*	S	0	N/A	$56.75
Asset Protection Permit Fee	C	0	N/A	$135.00
Works on Roads (based on fee units)				
Local Road (speed at any time is greater than 50kph)				
Works on Roads (works other than minor works)				
Conducted on any part of the roadway, shoulder or pathway (25 units)	S	0	$537.80	Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July
Not conducted on any part of the roadway, shoulder or pathway (25 units)	S	0	$298.80	

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
				each year
Minor Works				
Conducted on any part of the roadway, shoulder or pathway (11.5 units)	S	0	$137.40	Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year
Not conducted on any part of the roadway, shoulder or pathway (5 units)	S	0	$59.80	
Local Road (speed at any time is not more than 50kph)				
Works on Roads (works other than minor works)				
Conducted on any part of the roadway, shoulder or pathway (20 units)	S	0	$239.00	Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year
Not conducted on any part of the roadway, should or pathway (5 units)	S	0	$59.80	
Minor Works				
Conducted on any part of the roadway, shoulder or pathway (11.5 units)	S	0	$137.40	Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year
Not conducted on any part of the roadway, shoulder or pathway (5 units)	S	0	$59.80	
SALEYARDS (COLAC LIVESTOCK SELLING CENTRE)				
Weighed cattle	C	10	$12.10	$13.00
Stud cattle	C	10	$17.60	$18.00
All other cattle	C	10	$12.10	$13.00
Dairy cattle	C	10	$12.10	$13.00
Bulls flat rate	C	10	$17.60	$18.00
Bobby calves	C	10	$5.50	$5.70
All horses	C	10	$16.50	$17.00
Sheep and lambs	C	10	$1.10	$1.10
Pigs	C	10	$3.30	$3.40
Private weigh	C	10	$5.50	$5.70
Annual licence and rental	C	10	$2,200	$2,295.00
Agents weekly fee	C	10	$176.00	$184.00

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
Agents special sale	C	10	$176.00	$184.00
Cows and calves weigh fee				
- >5 animals	C	10	$3.30	$3.40
- 2-4 animals		10		
- 1 animal	C	10	$3.85	$4.00
	C		$4.40	$4.60
WASTE MANAGEMENT				
All waste receival sites				
Putrescibles (inc mixed rubbish)	C	10	$48 per m^3 min $10.00 $194 per tonne	$50 per m^3, 120 litre garbage bin or less $10, 120 litre - 240 litre garbage bin $15, or $230 per tonne
Inert waste only (municipal)	C	10	$35 per m^3 min $7.50 $127 per tonne	$76 per m^3 min $20.00 $175 per tonne
Inert waste (commercial)	C	10	$28 per m^3 or $138 per tonne	$76 per m^3 or $175 per tonne
Tree prunings	C	10	$25 per m^3 $85 per tonne	$32 per m^3 $123 per tonne
Steel scrap	C	10	$10 per m^3 or $40 per tonne	$10 per m^3 or $40 per tonne
Car bodies	C	10	$55.00	$60.00
Chemical drums	C	10	$1.00 each	$1.00 each
Tyres				
- Car	C	10	$4.75	$6.00
- Car on rim		10		
- Light truck	C	10	$5.60	$10.00
- Truck		10		
- Tractor up to 1m	C	10	N/A	$10.00
- Tractor 1-2m		10		
- Commercial batteries each (more than 2)	C		$17.00	$24.00
	C		$74.00	$86.00

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
	C		$132.00	$190.00
	C		$5.00	$5.50
Waste disposal tickets				
- 25 tickets		10		
- 10 tickets	C	10	$97.00	$150.00
	C		$47.00	$60.00
Commerical fully co-mingled recyclables	C	10		$12 per m^3 or $55 per tonne
Mattresses each	C	10	$20.00	$20.00
TV & Monitors	C	10	$6.00	$10.00
Kerbside Bin Fees				
120 litre garbage (bin only)	C	10	$60.00	$80.00
240 litre garbage (bin only)	C	10	$67.00	$90.00
120 litre recycle (bin only)	C	10	$60.00	$80.00
240 litre recycle (bin only)	C	10	$67.00	$90.00
120 litre organic (bin only)	C	10	$60.00	$80.00
240 litre organic (bin only)	C	10	$67.00	$90.00
Bin change over fee (all bins)	C	10	$30.00	$31.00
Lost or stolen bins – 120/240 litre	C	10	$50.00	$50.00
Additional Service Change/Bin				
Upgrade to 240litre Garbage Bin	C	10		$195.00
240 litre garbage additional service charge/bin	C	10	$210.00	$250.00
240 litre recycle additional service charge/bin	C	10	$50.00	$70.00
240 litre organic additional service charge/bin	C	10	$100.00	$125.00
Set 3 new bins new property	C	10	$150.00	$156.00
Apollo Bay Harbour				
Fixed mooring (annual)	C	10	$1,560	$1,627
Swing mooring (annual)	C	10	$104	$108
Itinerant Berth (daily) based on vessel length				
- up to 10m		10		
- more than 10m but less than 15m		10		
- more than 15m but less than 20m	C	10	$10.40	$11.00
- more than 20m but less than 25m	C	10	$20.80	$22.00
- more than 25m but less than				

Service	Council/ Statutory	GST %	2011/12 Fee incl. Tax	2012/13 Fee incl. Tax
30m			$26	$27.00
- more than 30m	C		$31.20	$33.00
			$52	$54.00
	C		$104	$108.00
	C			
	C			
Swing mooring establishment	C	10	$166	$173.00
Marina keys (per key)	C	10	$20.80	$22.00

Other Harbour Fees for 2012/2013

Vessel Length	Slipping Fee Including GST	Storage Fee (Per Day) Including GST	Vessel Length	Slipping Fee Including GST	Storage Fee (Per Day) Including GST
10	$161.00	$40.00	17.2	$432.00	$162.00
10.2	$168.00	$44.00	17.4	$441.00	$166.00
10.4	$174.00	$47.00	17.6	$450.00	$169.00
10.6	$181.00	$50.00	17.8	$459.00	$172.00
10.8	$187.00	$54.00	18	$468.00	$176.00
11	$194.00	$57.00	18.2	$479.00	$179.00
11.2	$200.00	$61.00	18.4	$490.00	$183.00
11.4	$206.00	$64.00	18.6	$502.00	$186.00
11.6	$213.00	$67.00	18.8	$513.00	$189.00
11.8	$219.00	$71.00	19	$524.00	$193.00
12	$226.00	$74.00	19.2	$536.00	$196.00
12.2	$232.00	$78.00	19.4	$547.00	$200.00
12.4	$239.00	$81.00	19.6	$558.00	$203.00
12.6	$245.00	$84.00	19.8	$569.00	$206.00
12.8	$252.00	$88.00	20	$581.00	$210.00
13	$258.00	$91.00	20.2	$592.00	$213.00
13.2	$265.00	$94.00	20.4	$603.00	$217.00
13.4	$271.00	$98.00	20.6	$615.00	$220.00
13.6	$277.00	$101.00	20.8	$626.00	$223.00
13.8	$284.00	$105.00	21	$637.00	$227.00
14	$290.00	$108.00	21.2	$649.00	$230.00
14.2	$299.00	$111.00	21.4	$660.00	$233.00
14.4	$308.00	$115.00	21.6	$671.00	$237.00
14.6	$317.00	$118.00	21.8	$682.00	$240.00
14.8	$326.00	$122.00	22	$694.00	$244.00
15	$335.00	$125.00	22.2	$705.00	$247.00
15.2	$344.00	$128.00	22.4	$716.00	$250.00
15.4	$352.00	$132.00	22.6	$728.00	$254.00
15.6	$361.00	$135.00	22.8	$739.00	$257.00
15.8	$370.00	$139.00	23	$750.00	$261.00
16	$379.00	$142.00	23.2	$761.00	$264.00
16.2	$388.00	$145.00	23.4	$773.00	$267.00
16.4	$397.00	$149.00	23.6	$784.00	$271.00
16.6	$406.00	$152.00	23.8	$795.00	$274.00
16.8	$415.00	$156.00	24	$807.00	$277.00
17	$423.00	$159.00			

Service	Council/ Statutory	GST%	2011/12 Fee Incl. GST	2012/13 Fee Incl. GST
SUSTAINABLE PLANNING AND DEVELOPMENT				
Animal Control				
Registration				
- Dog registration – full		0		
- Dog registration – micro chipped or desexed	C	0	$100	$105
- Dog registration – micro chipped and desexed	C	0	$30	$35
- Cat registration – full		0		
- Cat registration – micro chipped or desexed		0		
- Cat registration – micro chipped and desexed	C	0	$15	$20
- All other (refer Sch 2 of *Domestic Animal Act 1994*)		0		
- Pensioner discount		0		
- Working farm dog	C	0	$90	$95
	C		$25	$30
	C		$10	$15
	C		$30	$35
	C		50%	50%
	C		$15	$20
Animal registration charges subject to Council Review				
Livestock				
Pound Release Fees				
- Dogs		0	$50 plus $10	$55 plus $15 per
		0		

	C		per day	day
- Cats		0		
- Cattle/horses	C	0	$30 plus $10 per day	$35 plus $5 per day
- Sheep/pigs		0	$70 plus $10 per head per day	$75 plus $15 per head per day
- All other	C		$35 plus $6 per head per day	$40 plus $7 per head per day
	C		$20 plus $5 per head per day	$25 plus $7 per head per day
	C			

Plus cartage and labour where applicable

Service	Council/ Statutory	GST%	2011/12 Fee Incl. GST	2012/13 Fee Incl. GST
Building Control				
Building Control Charges				
Lodgement fees				
- Class 1 & 10	S	0	$33.30	$34.00
Information charges				
- Property information		0		
- Building plans, plan search		10		
- Building plans/plan search (archival search)	S	10	$44.40	$45.35
- Plan copying A4 sheet	C	10	$35.00	$65.00
- Plan copying A3 sheet		10		
- Other size sheets	C	10	$120.00	$165.00
	C		$0.35	$0.40
	C		$0.70	$0.70
	C		$3.50	$3.70
Application for Temporary Place of Public Entertainment Permit	C	10	$200.00	$330.00
Application for Temporary Place of Public Entertainment Permit - If within 2 weeks of Event	C	10	N/A	$550.00
Report and Consent Fees				
Report & Consent Application (Reg 513)	S	0	$222.30	$227.25
Demolition fee (s. 29A)	S	0	$55.50	$56.75
Building Permit Fees				
Domestic – class 1a Dwellings and 10 outbuildings (construction and demolition) – a recommended fee shall apply where the value of building work:				
- Does not exceed $5,000			$340	$440
- Does not exceed $10,000				
- Does not exceed $15,000			$480	$550
- Does not exceed $25,000				
- Does not exceed $50,000			$620	$715
- Does not exceed $75,000			$720	$825
			$890	$1,045
			$1,140	$1,320

Service	Council/ Statutory	GST%	2011/12 Fee Incl. GST	2012/13 Fee Incl. GST
- Does not exceed $100,000			$1,360	$1,595
- Does not exceed $150,000				
- Does not exceed $200,000			$1,480	$1,705
- Does not exceed $250,000				
- Does not exceed $300,000			$1,820	$2,090
- Does exceed $300,000			$2,160	$2,530
			$2,380	$2,750
			$3,000	$3,520
(additional fees charged where additional inspections are required)				
All other classes of Occupancy 2-9 inclusive (construction and/or demolition)				
- Does not exceed $5,000*				
- Does not exceed $10,000*				
- Does not exceed $20,000*				
- Does not exceed $50,000*			$340	$440
- Does not exceed $100,000*				
- Does not exceed $200,000*			$510	$605
- Does not exceed $500,000*				
- Does not exceed $600,000			$780	$935
- Does not exceed $700,000				
- Does not exceed $800,000			$1,140	$1,320
- Does not exceed $900,000				
- Does not exceed $1,000,000			$1,820	$2,090
- Does not exceed $1,500,000				
- Does not exceed $2,000,000			$2,500	$2,915
- Does exceed $2,000,000			$3,970	$4,620
			0.60%	0.60%
			0.60%	0.60%
			0.60%	0.60%
			0.60%	0.60%
			0.55%	0.55%
			0.50%	0.50%
			0.50%	0.50%
			0.40%	0.40%
Resolution of works				200% of

Service	Council/ Statutory	GST%	2011/12 Fee Incl. GST	2012/13 Fee Incl. GST
				application fee
Statutory charge on building permits				
Building permit levy (cost of building over $10,000)			Cost x 0.128% of works	Cost x 0.128% of works
*Council fees nominated apply except for exceptional cases where the fee will be negotiated with the Building Surveyor.				
Fire Prevention				
Infringement fee – burning of offensive material (2 penalty units)	S	0	$238.90	$244.28
Infringement fee – failing to comply with fire prevention notice (2 penalty units)	S	0	$238.90	$244.28
Administrative fee block slashing (plus cost of slashing)	C	10	$115.00	$150.00
Standpipe water fee – per kilolitre	C	10	$3.50	$4.00
Local Laws				
Local Law No 1 - Alcohol permit - Alcohol infringement fee (1 penalty unit)	 C S	 0 0	 $78.00 $100.00	 $100.00 $100.00
Local Law No 2 - Vegetation - Signs (A frame) - Charitable - Other - Goods for sale	 C C C C	 0 0 0 0	 $60.00 $45.00 $90.00 $45 per m^2	 $65.00 $50.00 $100.00 $50 per m^2
Tables and chairs	C	0	$85 for 1st table and 4 chairs – then $18 per seat	$100 for 1st table and 4 chairs – then $25 per seat thereafter

Service	Council/ Statutory	GST%	2011/12 Fee Incl. GST	2012/13 Fee Incl. GST
			thereafter	
Using Council land	C	0	$40 plus $10 per week	$45 plus $25 per week
Street party/festival	C	0	$110 per event	$130 per event
Insurance Cover – cost of insurance is added to above fees and charges unless suitable evidence of personal insurance cover can be provided, including a 10% administration fee				
Event				
Charitable organisations	C	0	$55 per event	$60 per event
Other	C	0	$110 per event	$150 per event
Other				
Circus	C	0	$110.00	$115.00
Camping	C	0	$55.00	$57.00
Sport Event	C	0	$55.00	$57.00
Impoundment Fee	C	0	$110.00	$115.00
Abandoned or derelict vehicles	C	0	$200 plus transport & storage	$210 plus transport & storage
Public protection (hording permit)	C	0	$15 application fee plus $5 per m^2	$20 application fee plus $5.50 per m^2
All other permits	C	0	$70.00	$73.00

Note: all fees subject to Council review

Parking				
Disabled parking - Replacement fee	C	0	$5.00	$5.00
All day parking permit	C	0	$12.00 per week	$15.00 per week
Building site on street - Parking space charge/permit	C	0	$30 per bay per wk	$31 per bay per wk
Car parking fines	C	0	$55.00	$60
Car parking fines	S	0	$70 to $119.45	$70 to $119.45
Tourism				

Service	Council/ Statutory	GST%	2011/12 Fee Incl. GST	2012/13 Fee Incl. GST
Colac Visitor Information Centre				
Internet charges				
- Per hour	C	10	$8.00	$8.30
- Per ¼ hour	C	10	$2.00	$2.10

Planning

(a) Planning Permit Fees – Set by Statute

Fees for 2012-2013 are reflective of the current legislative fees schedule. These are expected to increase during the course of the year.

Class	Type of Permit Application	2011/2012 Fee (GST Exempt)	2012/2013 Fee (GST Exempt)
1	Use only	$502	$502
To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:			
2	Single dwelling ($10,000-$100,000)	$239	$239
3	Single dwelling (More than $100,000)	$490	$490
To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:			
4	Other developments ($10,000 or less)	$102	$102
5	Other developments ($10,001-$250,000)	$604	$604
6	Other developments ($250,001-$500,000)	$707	$707
7	Other developments (($500,001-$1 million)	$815	$815
8	Other developments ($1,000,001-$7 million)	$1,153	$1,153
9	Other developments ($7,000,001-$10 million)	$4,837	$4,837
10	Other developments ($10,000,001-$50 million)	$8,064	$8,064
11	Other developments (more than $50,000,000)	$16,130	$16,130
12	To subdivide an existing building	$386	$386
13	To subdivide land into two lots	$386	$386
14	To effect a realignment of a common boundary between lots or to consolidate two or more lots	$386	$386
15	All other subdivisions	$781	$781
16	An application to remove a restriction (within the meaning of the Subdivision Act 1988) in the circumstances described in Section 47(2) of the Planning and Environment Act 1987	$249	$249
17	An application to create, vary or remove a restriction within the meaning of the Subdivision Act 1988 or to create or remove a right-of-way.	$541	$541

18	To create, vary or remove an easement other than a right of way, or to vary or remove a condition in the nature of an easement other than a right of way in a Crown.	$404	$404

(b) Amendments to Permits – Set by Statute

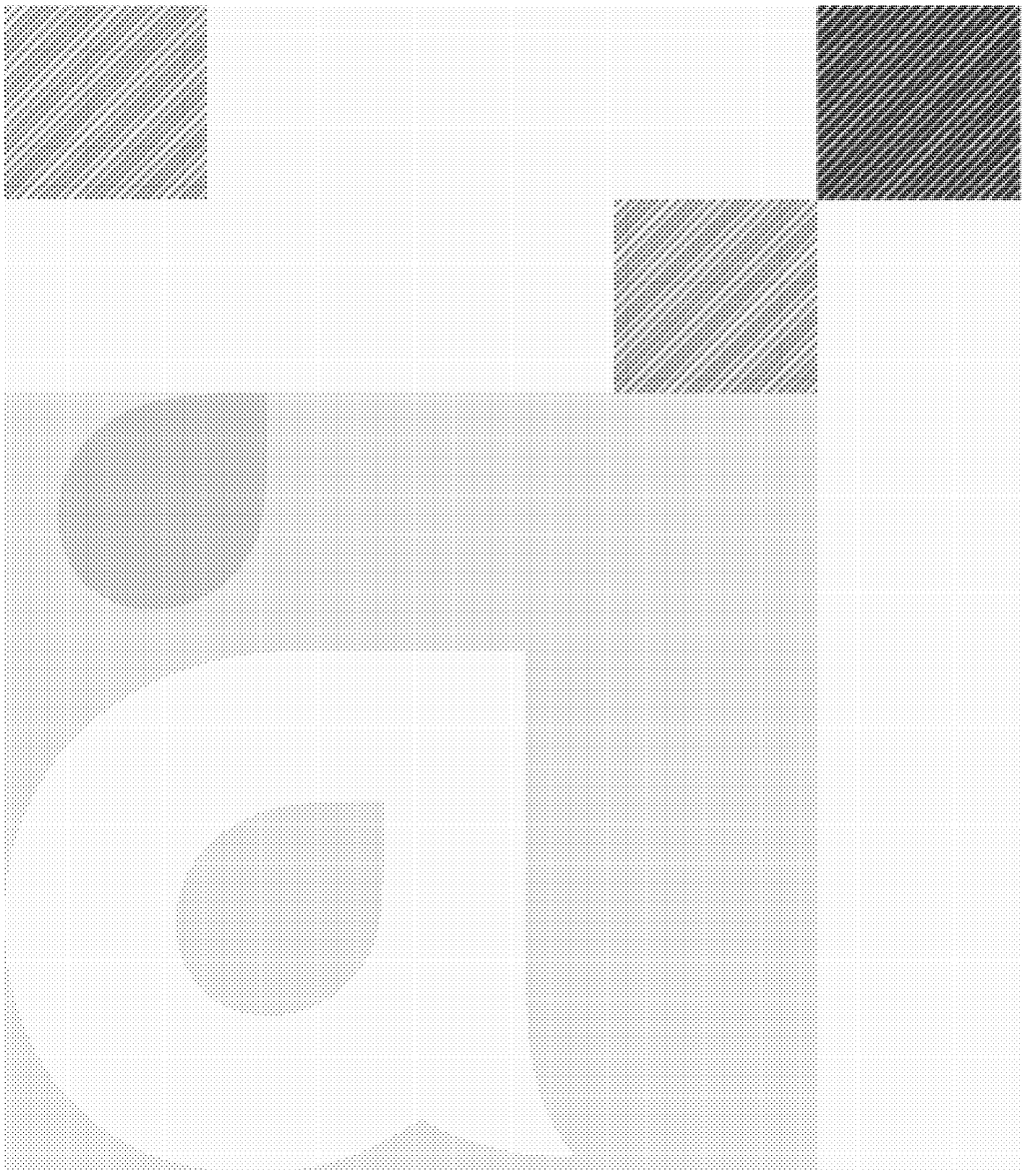
Class	Type of amendment	2011/2012 Fee (GST Exempt)	2012/2013 Fee (GST Exempt)
1	Change of use only	$502	$502
2	To amend a permit other than a single dwelling	$502	$502
3	Single dwelling ($10,000-$100,000)	$239	$239
4	Single dwelling (more than $100,000)	$490	$490
5	Other developments ($10,000 or less)	$102	$102
6	Other developments ($10,000-$250,000)	$604	$604
7	Other developments ($250,000-$500,000)	$707	$707
8	Other developments ($500,000-$1million)	$815	$815
9	Other amendments	$386	$386

(c) Planning Scheme Amendment Fees – Set by Statute

Class	Type of Permit Application	2011/2012 Fee (GST Exempt)	2012/2013 Fee (GST Exempt)
i.	Considering a request for an Amendment	$798	$798
ii.	Independent panel (considering submissions which seek a change to an Amendment)	$798	$798
iii.	Adoption of Amendment by Responsible Authority	$524	$524
iv.	Consideration of a request to approve an Amendment (by the Minister for Planning)	$798	$798

Planning Fees & Charges – Other

Service	Council/ Statutory	GST%	2011/12 Fee Incl. GST	2012/13 Fee Incl. GST
Certificate of Compliance	S	0	$147.00	$147.00
Satisfaction Matters	S	0	$102.00	$102.00
Property Enquiry (extensive research)	C	10	$120.00	$125.00
Property Enquiry (does not require extensive research)	C	10	$30	$32
Advertising				
- advertising sign erected on site - additional signs per site per sign - advertising notice sent to individual property owners per letter	C C C	10 10 10	$100.00 $50.00 $4.00	$104.00 $52.00 $4.20
Extension of time to planning permits	C	10	$70.00	$73.00
Application for Certification of subdivision under Subdivision Act	S	0	$100.00 plus $20 per lot	$100.00 plus $20 per lot
Application for Plan of Consolidation	S	0	$100.00	$100.00
Application for Rectification of Plan of Subdivision	S	0	$100.00	$100.00
Engineering Plan prepared by Council	S	10	3.5% of value of works	3.5% of value of works
Supervision of Works	S	10	2.5% of value of works	2.5% of value of works
Check Engineering Plans	S	10	0.75% of value of works	0.75% of value of works
Application for approval of amended plans under secondary consent	C	10	$115.00	$120.00



aurecon

Project: Colac Heavy Vehicle Deviation Study

Shortlist Paper

Project No. 214327

Prepared for: Colac Otway Shire Council

Report ref: 7

19 June 2012

Leading. Vibrant. Global.
www.aurecongroup.com

Document Control Record

Document prepared by:

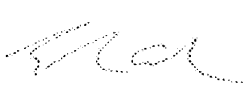
Aurecon Australia Pty Ltd
ABN 54 005 139 873
Level 12, 60 Albert Road
South Melbourne VIC 3205
PO Box 321
South Melbourne VIC 3205
Australia

T +61 3 8683 1333
F +61 3 8683 1444
E melbourne@aurecongroup.com
W aurecongroup.com

A person using Aurecon documents or data accepts the risk of:

a) Using the documents or data in electronic form without requesting and checking them for accuracy against the original hard copy version.
b) Using the documents or data for any purpose not agreed to in writing by Aurecon.

Document control						aurecon
Report Title	Shortlist Paper					
Document ID		**Project Number**	214327			
File Path	P:\C&I\214327_Colac Heavy Vehicle Study\Report\Master Shortlist Paper\Route_Shortlist_Report_Rev7.docx					
Client	Colac Otway Shire Council	**Client Contact**	Neil Allen			
Rev	**Date**	**Revision Details/Status**	**Prepared by**	**Author**	**Verifier**	**Approver**
1	23 February 2012	Preliminary first draft	DB	GA		
2	14 March 2012	First Draft for Discussion	GA	GA		
3	21 March 2012	Revised Draft	GA	GA	SC	
4	22 March 2012	Revised Draft	GA	GA	SC	
5	2 April 2012	Revised Draft	GA	GA	SC	
6	5 June 2012	Final Shortlist Paper	GA	GA	SC	
7	19 June 2012	Final Shortlist Paper	LC	GA	SC	PM
Current Revision	7					

Approval			
Author Signature		Approver Signature	
Name	Gillian Austin	Name	Peter McKelvie
Title	Senior Transport Planner	Title	Associate Transport Services

Colac Heavy Vehicle Deviation Study

Date | 19 June 2012
Reference | 7
Revision | 7

Aurecon Australia Pty Ltd
ABN 54 005 139 873
Level 12, 60 Albert Road
South Melbourne VIC 3205
PO Box 321
South Melbourne VIC 3205
Australia

T +61 3 8683 1333
F +61 3 8683 1444
E melbourne@aurecongroup.com
W aurecongroup.com

Leading. Vibrant. Global.
www.aurecongroup.com

1 Introduction & Background on Project 12
1.1 Introduction 12
1.2 Project Roles 13
1.3 Routes for Consideration 13
2 Heavy Vehicle Deviation Routes for Further Consideration 16
2.1 Preamble 16
2.3 Route Descriptions 17
3 Assessment Methodology 24
3.1 Preamble 24
3.2 Route Assessment Categories and Criteria 24
3.3 Score Weighting 25
4 Transport Analysis 27
4.1 Existing and Future Transport Movements 27
4.2 Transport Assessment of Routes 30
4.3 Transport - Weighted Scores 34
5 Social Assessment 36
5.1 Introduction 36
5.2 Community Impacts 36
5.3 Impacts on Schools 37
5.4 Landscape Amenity 39
5.5 Property Severance 40
5.6 Social - Weighted Scores 41
6 Environmental Assessment 42
6.1 Introduction 42
6.2 Cultural and European Heritage 42
6.3 Flora and Fauna 45
6.4 Environmental - Weighted Scores 47
7 Economic Assessment 49
7.1 Introduction 49
7.2 Land Acquisition 49
7.3 Construction Assessment 51
7.4 Amenity Mitigation 52
7.5 Economic – Weighted Scores 53
8 Long Term Suitability 55
8.1 Introduction 55
8.2 Assessment 55
8.3 Long Term Suitability – Weighted Scores 56
9 Assessment Results 57
9.1 Matrix Results 57
9.2 Recommendations from the Shortlist Analysis 58

10 CRG Recommendations for Council Consideration 60
10.1 Preamble 60
10.2 CRG Comments and Queries 60
10.3 CRG Recommendations 62
10.4 Comment on CRG Request that Rail Reserve Route be pursued 63
10.5 Amendment to the Lake Route 64
11 Final Recommendations & Next Steps 65
11.1 Recommendations 65
11.2 Next Steps 65
11.3 Time Line 67

Executive Summary

Purpose of Report

Aurecon has been commissioned by Colac Otway Shire Council to undertake a transport, environmental, social, and economic study of potential heavy vehicle deviation routes around Murray Street in Colac. The study is being undertaken in four parts as indicated below:

- Part I Preliminary assessment of routes identified by CRG to identify 10 routes for investigation into a shortlist. – Working Paper 1 included as Appendix B of the Shortlist Paper.
- Part II High level assessment of 10 routes to produce a Shortlist of four routes for more detailed investigation – Shortlist Paper dated 19th June 2012.
- Part III Community Consultation
- Part IV Final analysis of shortlist routes to identify the most appropriate corridor for a future heavy vehicle deviation route for Colac.

This document principally covers the process undertaken in Part II of the study and identifies a shortlist of four routes for further consideration.

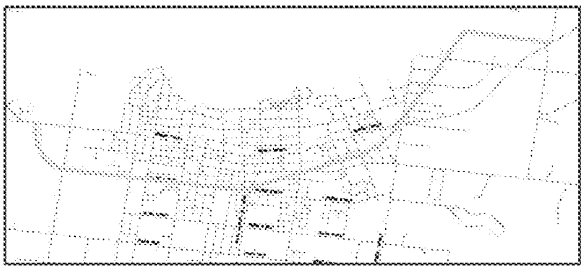
The four routes recommended are:

- Route 3 – Lake Route
- Route 2 – North of the Lake Route
- Route 8 – Outer Southern Route
- Route 7 – Inner Southern Route

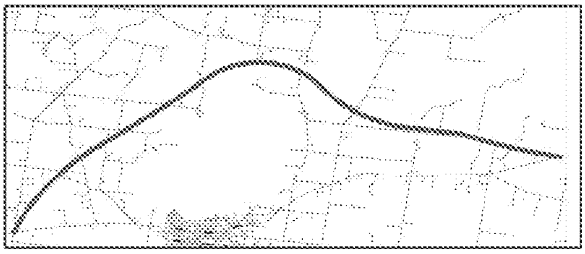
Assessment Methodology

The Preliminary Route analysis documented within Working Paper 1 (Appendix B of this report) identified 10 routes for consideration as a potential heavy vehicle deviation route. These routes were:

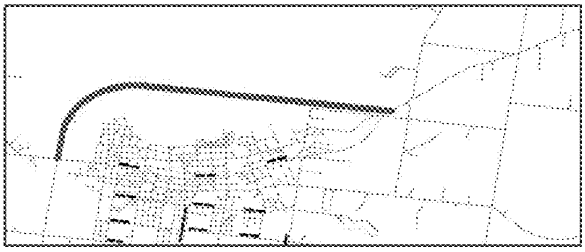
Route 1 – Rail Reserve



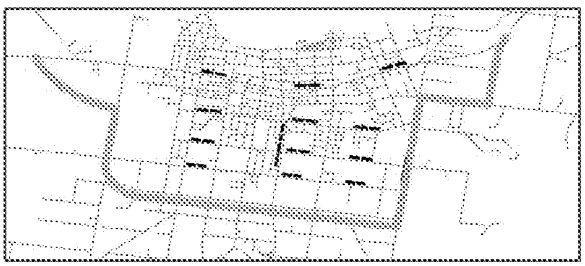
Route 2 – North of the Lake Route



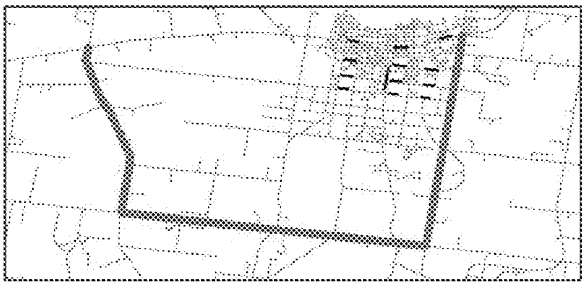
Route 3 – Lake Route



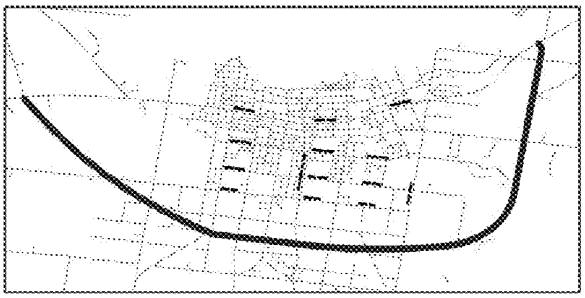
Route 4 – Aireys Route



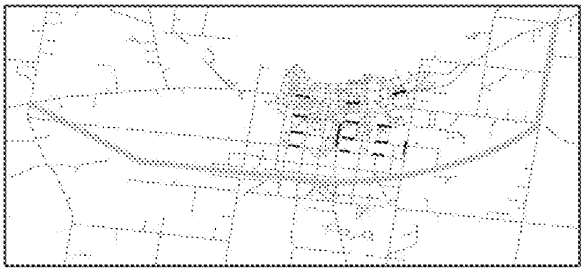
Route 5 – Forans Route



Route 6 – Irrewillipe Route

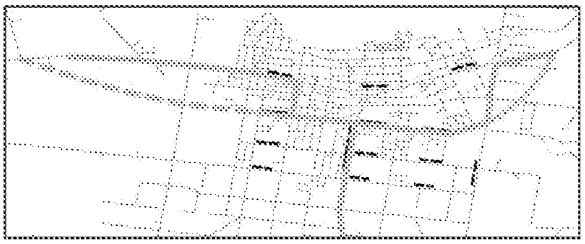


Route 7 – Inner South Route

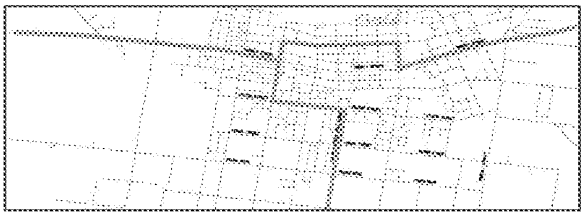


Route 8 – Outer South Route

Route 9 – Wilson Route



Route 10 – Pollack Route



The ten routes have been assessed in terms of their viability under a number of transport, environmental, social and economic considerations.

Transport Assessment

The development of a specific heavy vehicle deviation route would provide options for heavy vehicles and other through traffic to avoid, as a minimum, the section of Murray Street containing the activity centre of Colac.

However, it is difficult to prohibit the use of a road by many vehicle types, therefore most drivers would have a free choice as to whether they would remain on the current Princes Highway or would divert on to an alternative route avoiding the centre of Colac.

Factors that influence the choice of route include journey length and journey time savings (real and perceived).

The transport component of this stage of the Colac Heavy Vehicle Deviation Study assessed and scored the ten routes against the following criteria:

- Journey length;
- Journey time (relative);
- Attractiveness for Princes Highway through traffic; and
- Attractiveness for other traffic.

These criteria have been assessed with scores of 4 indicating most viable routes and scores of 1 indicating least viable routes against the individual criteria. Scores were then weighted, reflecting the relative influence of the different criteria on the final viability of a particular route. Table ES1 summarises the transport assessment scores.

Table ES1 – Transport Assessment Results

	Weighted Transport Criteria Scores									
Criteria	1	2	3	4	5	6	7	8	9	10
	Rail Reserve	North of Lake	Lake	Alreys	Forans	Irrewillipe	Inner South	Outer South	Wilson	Pollack
Journey Length (Weighting 1)	3	2	4	2	1	2	3	3	3	4
Journey Time (relative) (Weighting 2)	4	8	8	2	2	4	6	8	4	6
Princes Highway Traffic (Weighting 3)	9	6	12	3	3	6	6	9	9	12
Other Traffic (Weighting 2)	8	2	2	6	4	4	6	6	6	2
Score	**24**	**18**	**26**	**13**	**10**	**16**	**21**	**26**	**22**	**24**

On the basis of the weighted transport scores, the Lake Route (R3) and the Outer Southern Route (R8) perform similarly and provide the best transport solution, at this level of analysis, with a combined transport analysis score of 26. These routes are followed by the Rail Reserve (R1) and Pollack Route (R10) options with a score of 24.

Routes that do not perform well in meeting transport expectations for a deviation route include Aireys Route (R4), Forans Route (R5) and Irrewillipe Route (R6) with total transport scores of between 10 and 16.

Social Assessment

For this level of assessment, a total of four "social" criteria have been considered, these criteria were:

- Community Impacts;
- Proximity to Schools;
- Landscape Amenity; and
- Property Severance.

A planning assessment using existing documentation, including aerial photographs and planning scheme overlays, has been undertaken to consider the likely social impact of pursuing a particular route.

Table ES2 summarises the social impact assessment of the results including the weighting adopted for each criteria.

Table ES2 – Social Impact Assessment Results

	Weighted Social Impact Criteria Scores									
Criteria	1	2	3	4	5	6	7	8	9	10
	Rail Reserve	North of Lake	Lake	Aireys	Forans	Irrewillipe	Inner South	Outer South	Wilson	Pollack
Community Impacts (Weighting 2)	4	8	6	4	6	6	6	8	2	2
Proximity to Schools (Weighting 3)	6	12	12	12	12	3	3	12	3	3
Landscape Amenity (Weighting 1)	4	4	2	4	2	4	3	2	4	4
Property Severance (Weighting 2)	2	2	4	2	6	2	2	2	8	8
Score	**16**	**26**	**24**	**22**	**26**	**15**	**14**	**24**	**17**	**17**

On the basis of the weighted social impact assessment scores, it is apparent that the North of the Lake (R2) and Forans Route (R5) performed best, with scores of 26 followed by the Lake Route (R3) and Outer Southern Route (R8) with scores of 24.

The least viable routes in terms of the social impact were Rail Reserve (R1), Irrewillipe Route (R6) and Inner Southern Route (R7) with scores of 14 to 16 points. Wilson and Pollack Routes also did not score well in this category with total scores of 17 points each.

Environment Assessment

For this level of assessment, a total of four environmental criteria have been considered. These criteria were:

- Aboriginal Heritage;
- European Heritage;
- Flora; and
- Fauna.

A planning assessment using existing documentation including aerial photographs, bio-diversity records and planning scheme overlays has been undertaken to consider the likely environmental impact of pursuing a particular route.

Table ES3 summarises the environmental impact assessment of the results including the weighting adopted for each criteria.

Table ES3 – Environmental Assessment Results

Weighted Environmental Impact Criteria Scores										
Criteria	1	2	3	4	5	6	7	8	9	10
	Rail Reserve	North of Lake	Lake	Alrays	Forans	Irrewillipe	Inner South	Outer South	Wilson	Pollack
Aboriginal Heritage (Weighting 2)	6	4	2	4	4	4	4	4	6	6
European Heritage (Weighting 2)	4	8	8	8	8	8	8	4	8	2
Flora (Weighting 2)	8	8	8	8	2	8	8	2	8	8
Fauna (Weighting 2)	4	2	2	6	2	4	4	2	6	6
Score	**22**	**22**	**20**	**26**	**16**	**24**	**24**	**12**	**28**	**22**

On the basis of the weighted environmental impact scores, the Wilson Route (R9) appears to have the least negative environmental impact with a score of 28 followed by Aireys Route (R4) with a score of 26 and the Irrewillipe (R6) and Inner Southern (R7) routes with scores of 24.

Routes that potentially could result in major environmental issues that would need to be managed or mitigated, include the Outer Southern Route (R8) and the Forans Route (R5) with scores of 12 and 16 respectively.

Economic Assessment

The economics of providing a deviation route to Murray Street are an essential component of any assessment. If the costs of providing a route and mitigating or managing any negative impact is to prohibitive then it is unlikely to ever be constructed.

The Economic Assessment covered, at an extremely high level, the financial cost and difficulty of providing a heavy vehicle deviation route. Cost criteria for this study included:

- Land Acquisition;
- Major Construction Costs; and
- Mitigation Costs.

It should be noted that, at this stage, costs are relative and have been assessed based on experience on similar heavy vehicle deviation projects and will be developed further in the next stage in discussion with Council, VicRoads and other parties as necessary.

Table ES4 summarises the economic assessment of the results including the weighting adopted for each criteria.

Table ES4 – Economic Assessment Results

Weighted Economic Impact Criteria Scores										
Criteria	1	2	3	4	5	6	7	8	9	10
	Rail Reserve	North of Lake	Lake	Aireys	Forans	Irrewillipe	Inner South	Outer South	Wilson	Pollack
Land Acquisition (Weighting 2)	2	8	8	4	6	2	4	8	6	6
Major Construction Costs (Weighting 3)	3	6	9	9	9	9	9	6	12	12
Mitigation Costs (Weighting 1)	1	2	3	2	3	3	3	2	4	4
Score	6	16	20	15	18	14	16	16	22	22

On the basis of the weighted economic assessment, it is apparent that the most economically viable routes for a heavy vehicle deviation route are the Wilson and Pollack Routes (R9 and 10) with scores of 22, followed by the Lake Route with a score of 20.

The least viable route in terms of economics, as identified within this stage of the assessment, would be the Rail Route (R1) with a score of 6, which is followed by Irrewillipe Route (R6) with a score of 14.

Long Term Suitability

As part of the work with the Community Reference Group on the project, Aurecon understood that the community aspiration for a heavy vehicle deviation route for Colac would ultimately result in a complete bypass of the town.

The suitability of each route to meet this aspiration was assessed as part of the final criteria and the weighted results are set out within Table ES5.

Table ES5 – Long Term Heavy Vehicle Route Suitability Analysis

Weighted Long Term Route Suitability Scores										
Criteria	1	2	3	4	5	6	7	8	9	10
	Rail Reserve	North of Lake	Lake	Alreys	Forens	Irrewillipe	Inner South	Outer South	Wilson	Pollack
Long Term Suitability (Weighting 3)	9	12	12	3	6	9	9	12	3	3
Score	**9**	**12**	**12**	**3**	**6**	**9**	**9**	**12**	**3**	**3**

On the basis of the above analysis, it is apparent that routes considered to be the most suitable as long term bypasses of Colac are those that would be remote from residential areas and include suitable alignments to become the arterial road. These include the North of the Lake Route (R2), Lake Route (R3) and the Outer Southern Route (R8).

Overall Assessment Findings

Based on the above analysis, the overall viability of each route was identified within the Matrix attached as Appendix D of this report. The total scores for each category and overall are summarised in Table ES6.

Table ES6 – Overall Assessment

Weighted Route Category Scores										
Criteria	1	2	3	4	5	6	7	8	9	10
	Rail Reserve	North of Lake	Lake	Aireys	Forans	Irrewillipe	Irrewillipe South	Outer South	Wilson	Pollock
Transport	24	18	26	13	10	16	21	26	22	24
Social	16	26	24	22	26	15	14	24	17	17
Environmental	22	22	20	26	16	24	24	12	28	22
Economic	6	16	20	15	18	14	16	16	22	22
Long Term	9	12	12	3	6	9	9	12	3	3
Score	**77**	**94**	**102**	**79**	**76**	**78**	**84**	**90**	**92**	**88**

On the basis of the overall assessment the following routes are considered to be the most viable options for development of a heavy vehicle deviation route:

- Route 3 – Lake Route - Score of 102
- Route 2 – North of the Lake Route – Score of 94
- Route 9 – Wilson Street – Score of 92
- Route 8 – Outer Southern Route – Score of 90

Routes which from the analysis undertaken to date that appear to be the least viable include Forans Route (R5), Rail Reserve Route (R1), Irrewillipe Route (R6) and Aireys Route (R4) with combined scores of between 76 and 79.

Community Reference Group Recommendations

The Community Reference Group (CRG) reviewed a draft analysis and made the following recommendations:

Recommendation 1:

That five (5) long term routes be taken forward for consideration within the next stage of the Study. The routes for further consideration:

- *Route 3 – Lake Route, as recommended within Aurecon report*

- *Route 2 – North of the Lake, as recommended within Aurecon report*
- *Route 8 – Outer Southern Route, as recommended within Aurecon report*
- *Route 7 – Inner Southern Route, as recommended within Aurecon report*
- *Route 1 – Railway Reserve Route – the CRG request that further analysis of this route should be undertaken in addition to the above routes.*

Recommendation 2:

No further analysis of short term routes, including Wilson Street, should be undertaken as part of this Study.

However, Council should consider short term options to mitigate traffic issues on existing routes, including Murray Street.

Rail Reserve Route

Following the CRG recommendation to include the Rail Reserve Route (R1) within the next stage of the study, Aurecon have been advised that Colac Shire Council approached PTV whose support, as the responsible authority for public transport and its infrastructure across Victoria, would be essential if this potential option is progressed.

It is understood that PTV do not support the use of the existing Rail Reserve for the use of a heavy vehicle deviation route around Colac on a number of grounds including:

- Insufficient reserve widths to accommodate clearance requirements and infrastructure upgrades; and
- Safety implications.

Amended Lake Route

Aurecon has been advised that the Lake Route as considered within the Shortlist Paper has generated some concerns in relation to the illustrated western connection and proximity to the southern boundary of the Lake.

It is noted that, as with all other routes, the next stage of the study will involve the development of a Lake Corridor which will provide for some flexibility in terms of any final alignment.

To provide the Council and community with some comfort at this stage that the alignment of this route is not fixed on the theoretical line adopted to date, Aurecon, in conjuncture with Council Officers, has identified a draft Corridor for this route to take into the next stage of the study.

It is noted that this draft Corridor will be reviewed and confirmed with VicRoads and Colac Otway Shire Council within a scheduled workshop where all route corridor options will be developed as part of the next stage of the study.

The draft Lake Corridor is indicated within Figure ES1.

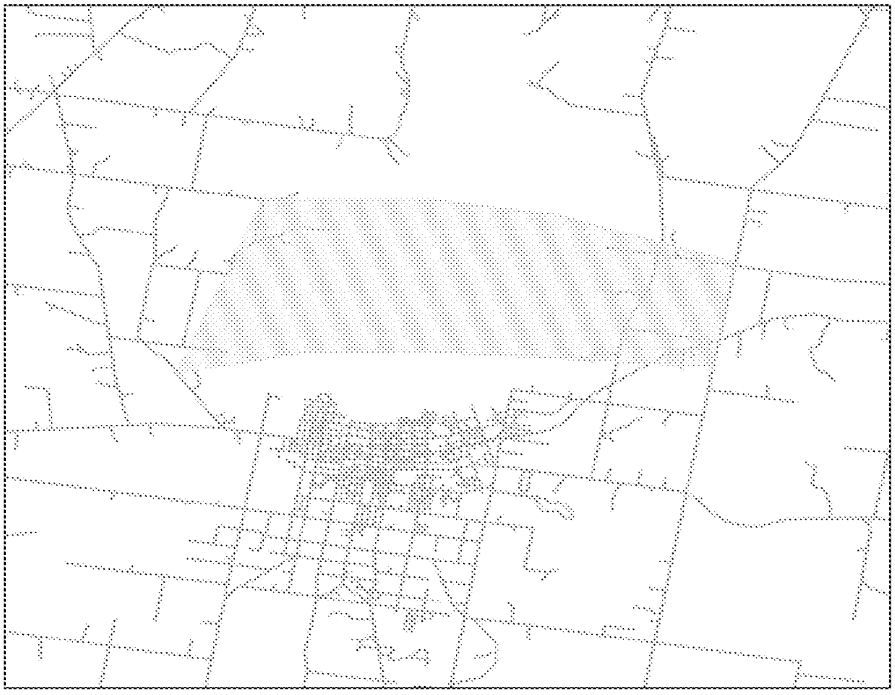


Figure ES 1 – Lake Route General Corridor

Final Shortlist Recommendations for Further Analysis

On the basis of the above, including the CRG recommendations and consultation with PTV this report recommends that Colac Otway Shire Council should consider the following routes for development into Corridors and re-analysis, to identify a final heavy vehicle deviation solution for Colac:

- Route 3 – Lake Route Corridor - Score of 102
- Route 2 – North of the Lake Route – Score of 94
- Route 8 – Outer Southern Route – Score of 90
- Route 7 – Inner Southern Route – Score of 84

1 Introduction & Background on Project

1.1 Introduction

Colac is located approximately 150km south west of Melbourne, just south of Lake Colac. The A1, otherwise known as the Princes Highway, runs east west through the town and is referred to as Murray Street within the town centre.

Colac has a strong manufacturing industry, with Bulla Dairy Foods, CRF, Fonterra and AKD Softwoods all located within the town. The regions surrounding Colac include a large number of agricultural and forestry industries such as timber, dairy, beef, lamb and wool. As such the Colac road network has to support significant numbers of heavy vehicles both travelling through the town and generated by uses located within the confines of the town. Many of these vehicles use the Princes Highway and therefore pass directly through the activity centre of the town, reducing amenity and raising safety concerns within the local community.

Aurecon has therefore been commissioned by Colac Otway Shire to undertake a traffic and planning assessment of potential heavy vehicle deviation routes that would remove heavy vehicles from Murray Street, with the aim to identify a suitable short and long term deviation route(s).

The project comprises four stages as follows:

- Stage 1: Identification of potential routes for preliminary analysis – complete;
- Stage 2: Recommendation of 10 potential routes for analysis – complete – Working Paper 1;
- Stage 3: Recommendation of 4 routes for further analysis; and
- Stage 4: Recommendation of a short and long term heavy vehicle deviation solution.

This report is an interim report that sets out and recommends four potential routes for a heavy vehicle deviation route for consideration within the final part of the project.

Whilst Aurecon has prepared this report it should be noted that a number of parties have contributed to the study and are recognised. These parties are:

- The Project Steering Group;
- The Community Reference Group; and
- Environmental Affairs.

1.2 Project Roles

Project Steering Group (PSG)

The Project Steering Group is the Council led group comprising the following:

- Rob Small, CEO Colac Otway Shire;
- Neil Allen, Project Manager – Infrastructure Colac & Otway Shire;
- Doug McNeil – Planning Colac & Otway Shire; and
- Bob Scott – VicRoads.

The Project Steering Group has provided guidance and assistance with data collection for the project. They have ultimate responsibility for deciding which routes should proceed to additional stages for analysis and will take into account both Aurecon's recommendations and the views of the Community Reference Group in making these decisions.

The Community Reference Group (CRG)

The Community Reference Group is a group of 19 members comprising councillors, local residents, representatives of the transport industry and the project steering group. A full list of members is attached as Appendix A.

The forming of the CRG was undertaken by Council. Membership for the group was encouraged through local advertising of the project. It is understood that all households and firms that indicated an interest in being part of the process were allowed one representative within the group.

The role of the CRG was to represent the local interests. They were not required to make decisions on particular routes, however their input and recommendations were considered within all decisions made by the PSG.

Specific tasks undertaken by the CRG included:

- Identification of potential routes at the start of the project;
- Assisting in identifying social issues with the preliminary routes identified; and
- Providing feedback to the PSG on Aurecon's recommendation for the 10 routes considered within this report.

Environmental Affairs

Both Council and Aurecon recognise that heavy vehicle deviation routes can be a contentious issue for local communities. Therefore, the project team has included a specialist community facilitator to assist in relaying information to the community on the project.

1.3 Routes for Consideration

Identification of Routes

The issue of heavy vehicle movements within Colac has been recognised for many years and the idea of a deviation route or bypass has been raised a number of times. However, to date there has been no formal and detailed review of viable routes, although we understand that in the past various options have been put forward. We understand that these include routes over the lake and to the south of the town, many of which have previously raised community protest.

For the purpose of this study, Aurecon was instructed that no route should be excluded based on past experiences, and that all routes would need to be identified and considered against each other in terms of not only effectiveness of removing traffic from Murray Street but also environment, social and cost implications.

The study area for routes was identified by the PSG and extends from Warncoot to Pirron Yallock and from Ondit to Barongarook, as indicated within Figure 1.

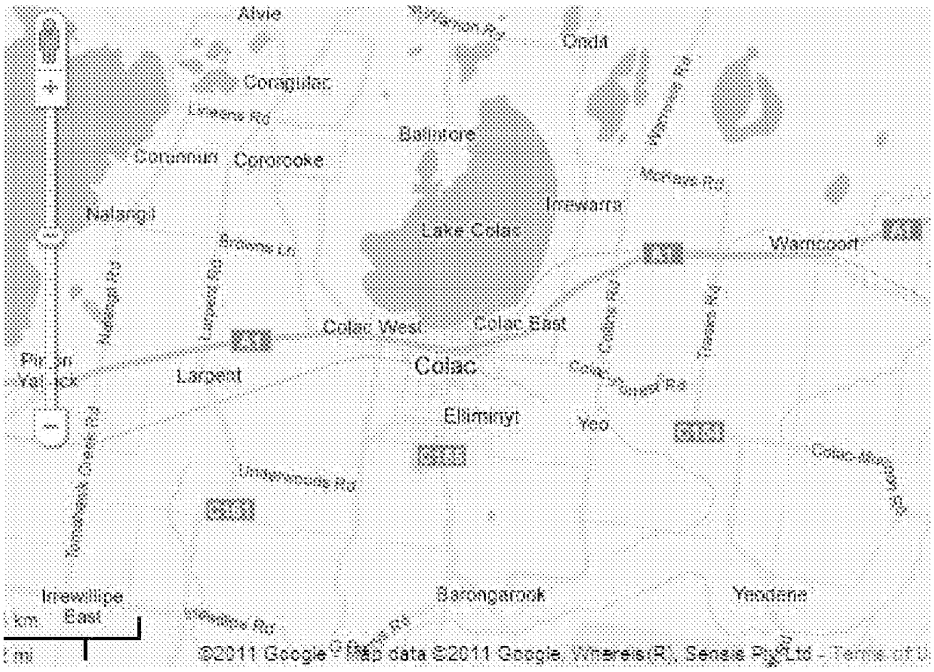


Figure 1 – Study Area

To provide a base of routes for this study, the CRG were requested to identify routes that could be utilised to remove heavy vehicles from Murray Street. A total of 40 routes with some variations were identified by the CRG.

It should be noted that in identifying the initial routes the CRG was instructed in relation to the following assumptions:

- All routes are valid at this stage;
- Routes can be suitable for short or long term solutions;
- Longer term solutions can be a full bypass;
- Routes do not need to be restricted to existing roads;
- Route needs to be within the defined study area;
- All routes need to run between Pirron Yallock and Warnecourt;
- At least one route should be a full bypass north of Lake Colac;
- At least one route needs to cross Lake Colac, as a causeway, as has been raised previously by the community;
- At least one route needs to be a full bypass to the south; and
- At least two routes should broadly follow existing roads south of Murray Street.

The routes identified by the CRG were then analysed by Aurecon and the CRG (social impact only) from which a number of route recommendations for further analysis were made.

The process is outlined within Working Paper 1 attached as Appendix B.

2 Heavy Vehicle Deviation Routes for Further Consideration

2.1 Preamble

Based on Aurecon's recommendations, and feedback provided by the CRG, the PSG has recommended that ten routes are considered for further analysis.

For the purpose of this stage of the analysis, these routes have been numbered 1 to 10 with references to their previous numbering provided in this section only for information. Table 1 below gives an overview of the naming convention.

Table 1 - Route Naming Details

New Route Name	Original Aurecon Name	Descriptive Name
Route 1	N/A	Railway Reserve
Route 2	Option P2	Northern Route
Route 3	Option P10	Lake Route
Route 4	Option P18C	Aireys Route
Route 5	Option 19A	Forans & Shurvells Route
Route 6	Option P25	Irrewillipe & Drapers Route
Route 7	Option P26	Inner Southern Route
Route 8	Option P29	Outer Southern Route
Route 9	Option ST-A	Wilson Route
Route 10	Option ST-D	Pollack Route

2.3 Route Descriptions

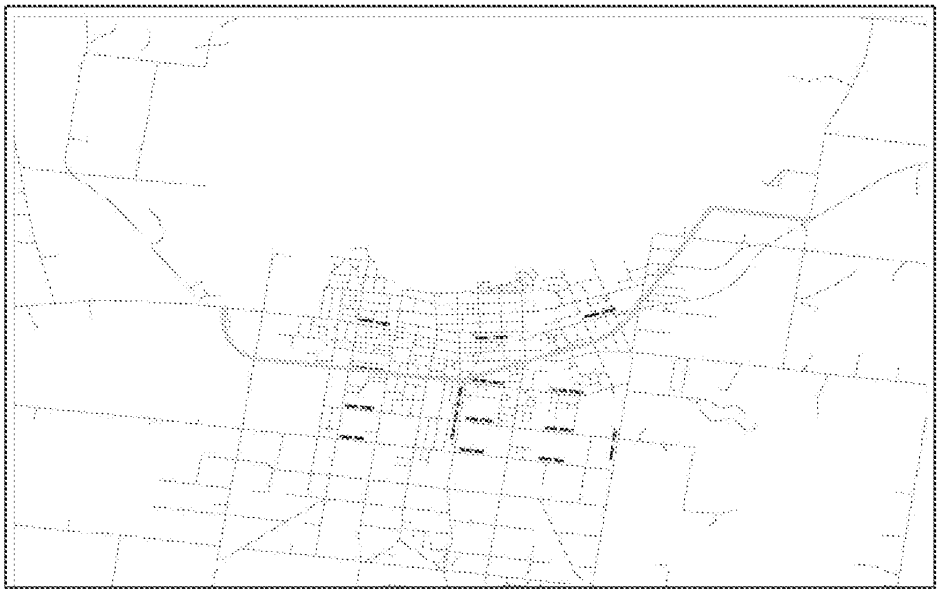
Route 1 (Railway Reserve)

Route 1 was an additional route put forward by a CRG member during the CRG meeting that was held following analysis of the 40 preliminary routes. This route bypasses the centre of Colac and would connect to Forest Street providing access to the southern transport routes.

This route would require greenfield construction between Colac-Ballarat Road and the existing rail corridor. At the rail corridor the route would follow the same corridor untill it reaches Deans Creek Road, where it would follow an existing, but unused, road corridor to the Princess Highway.

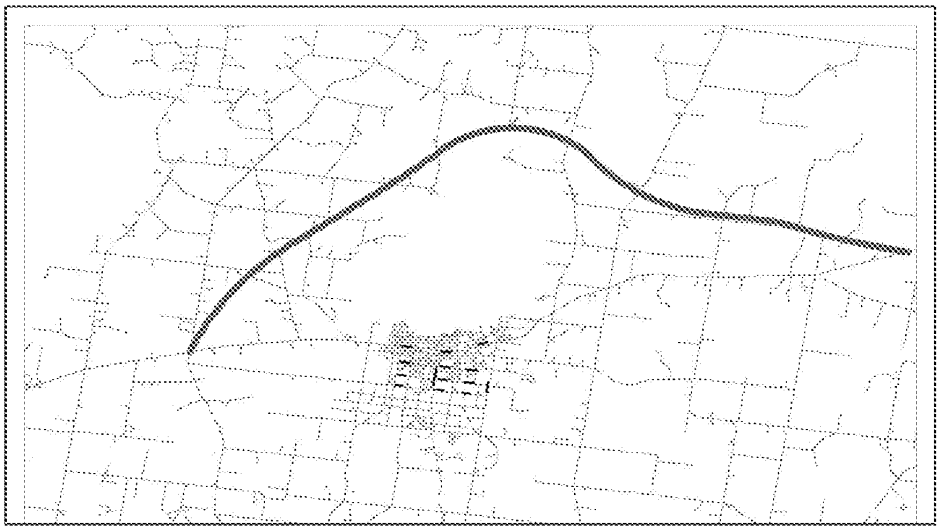
Approximately 6.9km of the route is along the existing rail corridor and Aurecon understands that this section of the route is intended to be grade separated. Clearly, grade separation is expensive. For the purpose of this analysis it has been assumed that up to seven intersections may be grade separated, whilst the other intersections would need to be closed. Intersections for either grade separation or closure include:

- Flaxmill Road;
- Dalton Street;
- Princes Highway (upgrade);
- Church Street;
- Queen Street;
- Colac-Lavers Hill Road;
- Hart Street;
- Armstrong Street;
- Cants Road; and
- Deans Creek Road



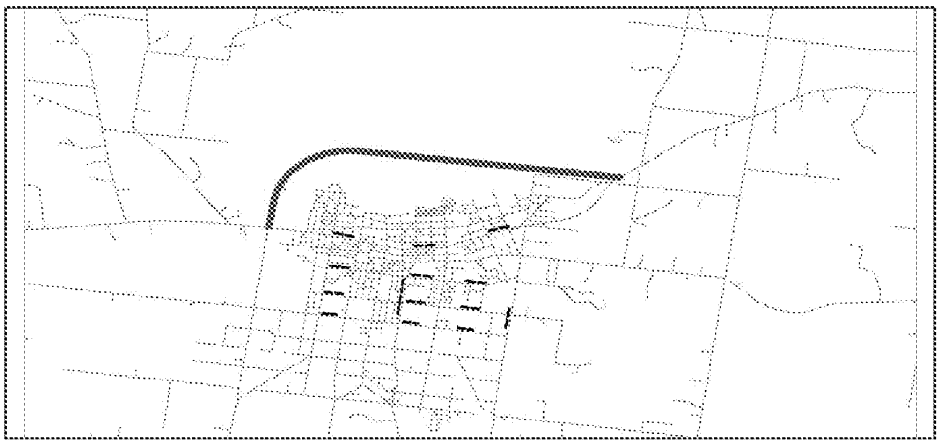
Route 2 (Northern Route)

Route 2 is located to the north of Lake Colac. The route would connect to the Princes Highway at Larpent Road (western extent) and at a point approximately 900m west of Aireys Reserve Road (eastern extent). The proposed route would consist primarily of new carriageway and, if constructed, would be anticipated to be an arterial road.



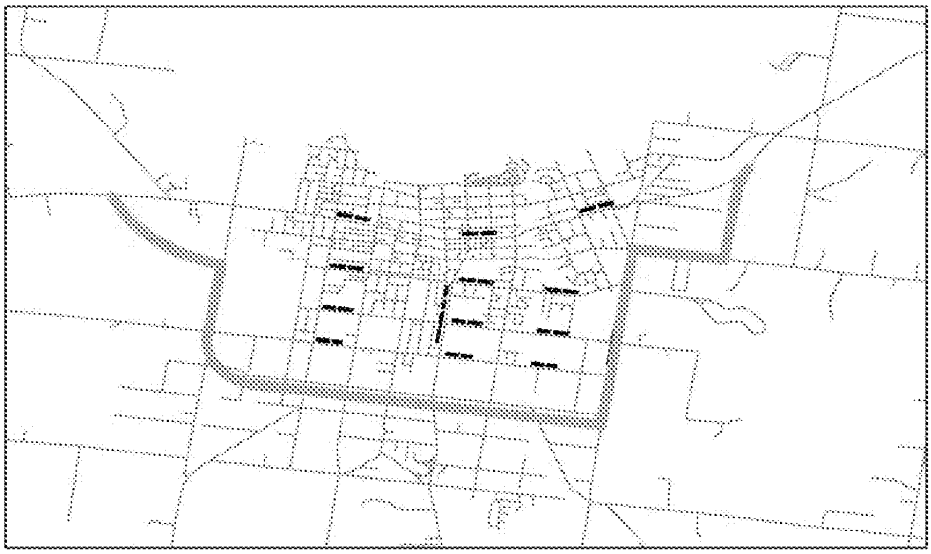
Route 3 (Lake Route)

Route 3 is located to the north of the centre of Colac and would cross Lake Colac. The proposed route would connect to the Princes Highway at Deans Creek Road (western extent) and Triggs Road (eastern extent). To cross Lake Colac, the route will require the construction of a causeway / bridge. The remaining sections of the route could be constructed along existing roads and reserve alignments.



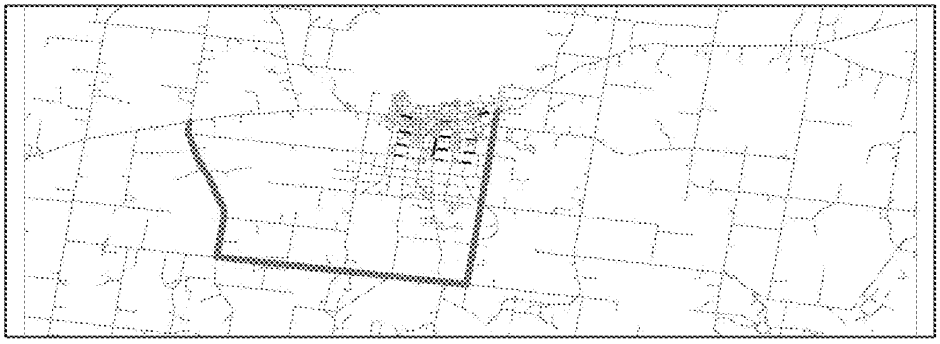
Route 4 (Aireys Route)

Route 4 is located to the south of Colac centre. The proposed route would connect to the Princes Highway near Rossmoyne Road (western extent) via a new section of carriageway. It would then follow the existing road corridor using Deans Creek Road, Aireys Street, Forest Street, Colac-Forest Road and Drapers Street (eastern extent).



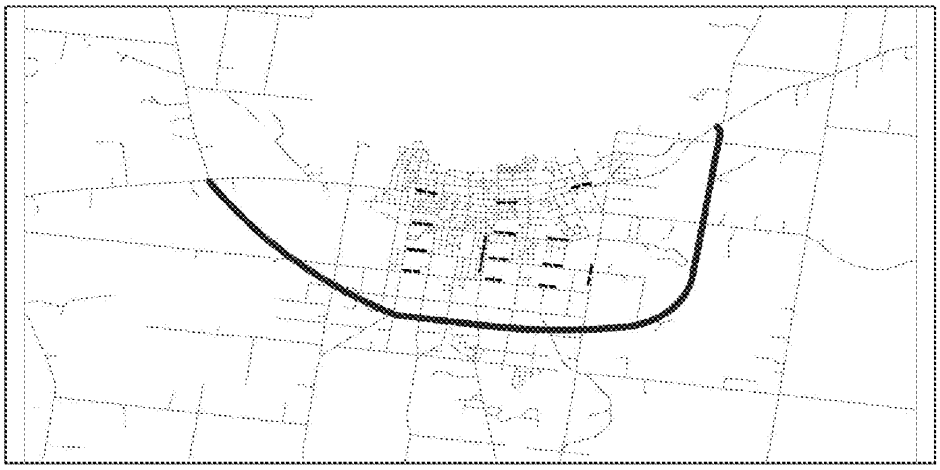
Route 5 (Forans & Shurvells Route)

Route 5 is located to the south of Colac centre. The proposed route would connect to the Princes Highway at Larpent Road (western extent) and Forest Street (eastern extent). The route would follow the existing road corridors using Larpent Road, Monkton Estate Road, Skinners Road, Forans Road, Shurvells Road, Shorts Road and Forest Road (eastern extent). The sections of carriageway along Monkton Estate Road, Skinners Road, Forans Road, Shurvells Road, Shorts Road and the southern section of Forest Street are either unmade or single track gravel roads. As such, these sections would need to be significantly upgraded.



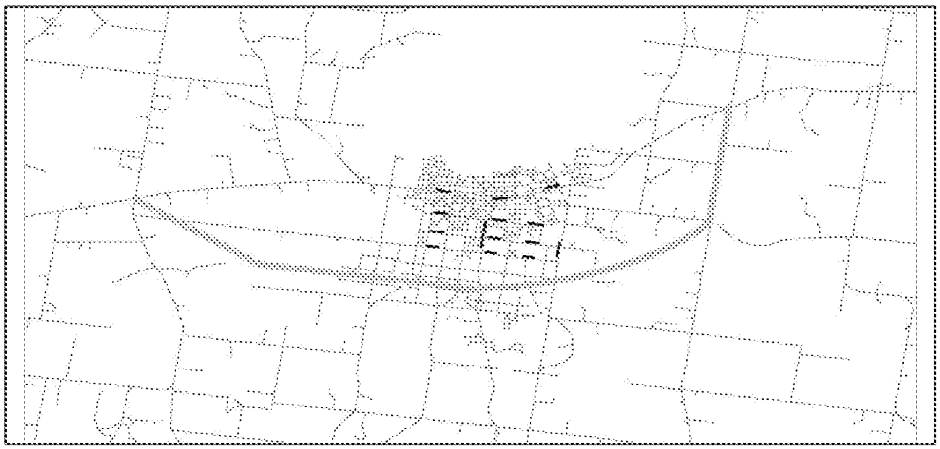
Route 6 (Irrewillipe & Drapers Route)

Route 6 is located to the south of Colac centre. The proposed route would connect to the Princes Highway at Corangmite Lake Road (western extent) via a new section of carriageway and Drapers Road (eastern extent) using the existing road reserve. The route would utilise the existing Irrewillipe Road but would required the construction of a new road to link into Drapers Road.



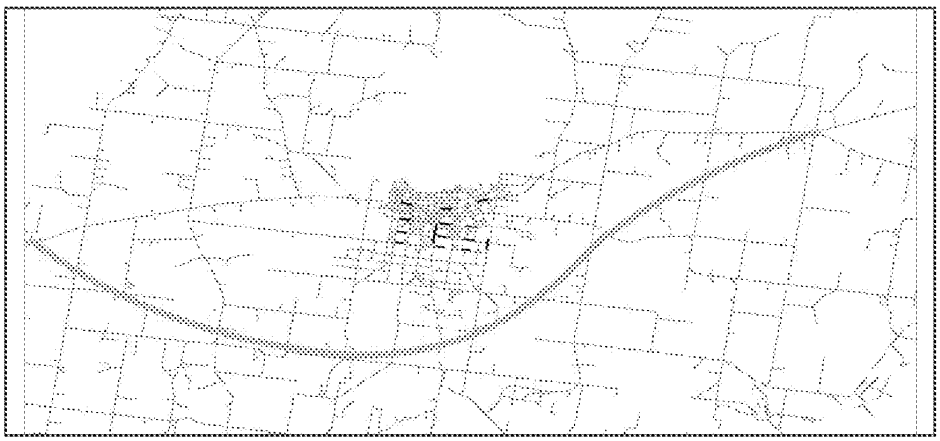
Route 7 (Inner Southern Route)

Route 7 is located to the south of Colac centre. The proposed route would connect to the Princes Highway at Larpent Road (western extent) via a new section of carriageway and Collins Road (eastern extent) via the existing road reserve. The route would utilise the existing Irrewillipe Road but would require the construction of a new road to link into Collins Road.



Route 8 (Outer Southern Route)

Route 8 is located to the south of Colac centre. The proposed route would connect to the Princes Highway at Swan Marsh Road and Warncoort-Birregurra Road (eastern extent). The route would comprise new carriageway for its entire length. Its most southern point will pass within the vicinity of the Skinners Road/Irrewillipe Road intersection. If adopted this route is likely to operate as a higher order road with high vehicle speeds. The route would also pass through all major roads to the south of Colac.

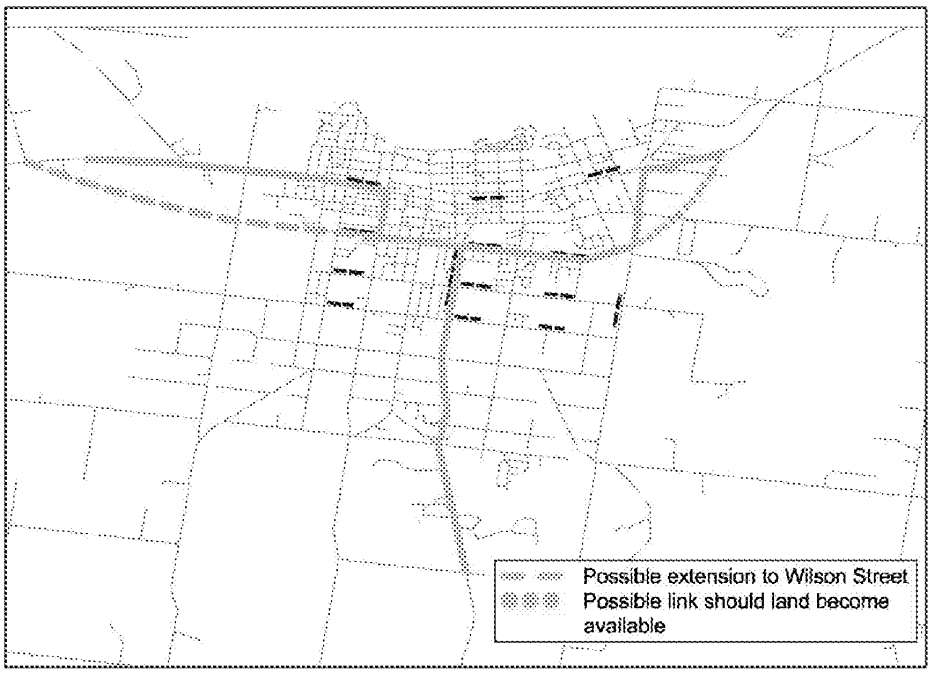


Route 9 (Wilson Route)

Route 9 has been put forward as a short term option which would accommodate both east/west and north/south traffic movements avoiding Murray Street.

The east/west route would follow Armstrong Street, Wilson Street, Forest Street and Baillie Street. The north/south route would follow Colac-Lavers Hill Road and connect to the east/west route at the Colac-Lavers Hill Road/Wilson Street intersection. As part of this short term option, some carriageway and intersection upgrade may be required to accommodate heavy vehicles, however works would be relatively minor compared to other options.

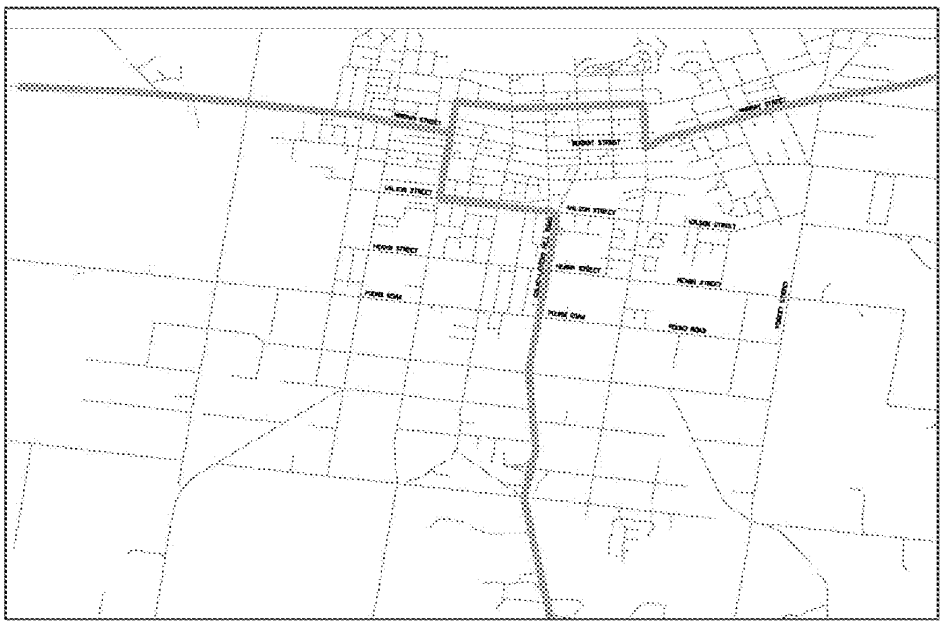
In addition to the basic route this option includes potential for further upgrade and improvements to connect with Corangamite Lake Road and Princes Highway approximately 600m east of Baillie Street. However, these additional upgrades are not essential for the route to progress and would be dependant on funds and areas of land becoming available.



Route 10 (Pollock Route)

Route 10 has been put forward as a short term option accommodating both east/west and north/south traffic movements and avoiding Murray Street's main activity centre.

The east/west route would follow Armstrong Street, Ligar Street, Pollack Street and Queen Street. The north/south route would follow Colac-Lavers Hill Road, Wilson Street and Armstrong Street, and would connect to the east/west route at the Princes Highway/Armstrong Street intersection. As part of this short term option, some carriageway and intersection upgrade may be required to accommodate heavy vehicles.



3 Assessment Methodology

3.1 Preamble

When considering the viability of a number of routes, it is important to recognise that many factors will affect the potential for a particular route to provide a satisfactory solution.

Even at the early stages of route planning, potential issues that may affect the viability of a route should be recognised where possible. Therefore the assessment of routes will cover four areas:

- Transport Issues;
- Environmental Issues;
- Social Issues; and
- Economic Issues.

The three latter categories will represent a high level triple bottom line calculation which recognises elements of the potential environmental, social and economic difficulty of constructing a particular route, whilst the transport issues will recognise the level of use individual routes may experience.

3.2 Route Assessment Categories and Criteria

Transport

The transport analysis of routes is set out in Section 4. It considers the viability of each route in terms of the following:

- Journey Distance;
- Journey Time; and
- Potential Daily Heavy Vehicle Volumes.

It should be noted that the assessment is qualitative, and given the basic level of the routes (before corridor development), adopts a series of standard parameters at this stage. In the next stage of assessment, when actual corridors are considered, these parameters may be refined to reflect more advancement and definition in the design of each corridor.

Social Impact

The social impact analysis of routes is set out in Section 6. It considers the viability of each route in terms of the following:

- Community impacts;
  - Proximity to schools;

- Residential properties;
- Community infrastructure; and

- Property severance.

Environmental Impact

The environmental impact analysis of routes is set out in Section 5. It considers the viability of each route in terms of the following:

- Aboriginal and European Heritage
- Flora and fauna; and
- Landscape amenity.

Economic Analysis

The economic analysis of routes is set out in Section 7. It considers the viability of each route in terms of the following:

- Qualitative construction costs;
- Qualitative cost of mitigation measures; and
- Qualitative land acquisition costs.

3.3 Score Weighting

The assessment matrix has been divided into four categories; Transport, Environmental, Social and Economic. Each category comprises between 3 and 4 criteria against which each route option is measured.

All criteria have been scored between 1 and 4, where the higher the score the more positive the route is in terms of that criteria. For instance, routes that do not pass a school would be given a score of 4 as clearly, in an ideal world, a heavy vehicle deviation route should be located away from areas where children are concentrated.

However, not all criteria have equal importance in the decision making process although they do need to be recognised. To this extent, a weighting system between 1 and 3 has been adopted with a weighting of 3 applied to those criteria that are considered to have a stronger influence on the determination of the final route.

The adopted weightings used for this assessment are set out in Table 2.

Table 2 - Adopted Criteria Weighting

Criteria Weighting Values				
Transport Efficiency	Journey Length Weighting	Journey Time Weighting	Princes Highway diverting Traffic Weighting	Other through & local diverting traffic weighting
	1	2	3	2
Social	Community Impacts Weighting	Proximity to Schools Weighting	Landscape Amenity Weighting	Property Severance Weighting
	2	3	1	2
Environmental	Aboriginal Heritage Weighting	European Heritage Weighting	Flora Weighting	Fauna Weighting
	2	2	2	2
Economic	Land Acquisition Weighting	Major Construction Costs Weighting	Mitigation Costs Weighting	
	2	3	1	
Suitability	Suitability of route as a long term option			
	3			

4 Transport Analysis

4.1 Existing and Future Transport Movements

In the course of undertaking the transport analysis of the shortlisted routes, it is necessary to understand current and future heavy vehicle movements through the town. To do this Aurecon has sourced existing traffic volume data from Colac Otway Shire, heavy vehicle distributions from a significant sample of Colac based industries, and heavy vehicle movement data from VicRoads.

Using this data the following has been identified:

- The current heavy vehicle road hierarchy for Colac; and
- Future (Year 2031) heavy vehicle movements.

At present, heavy vehicle movements are concentrated on the three arterial routes serving the town; Princes Highway, Colac-Forest Road and Colac-Lavers Road, which each carry between 200 and 800 heavy vehicles per day. However the heavy vehicle transportation network is supplemented by the use of a number of local streets. Streets carrying between 50 and 200 heavy vehicle movements include; Forest Street, Deans Creek Road, Queen Street, Clark Street and Darcy Street and sections of Wilson Street and Aireys Street. Heavy vehicle volumes between 5 and 50 movements per day were also identified for other local east west routes including Pound Road and Hearn Street.

Figure 2 indicates the surveyed heavy vehicle movements through the town.

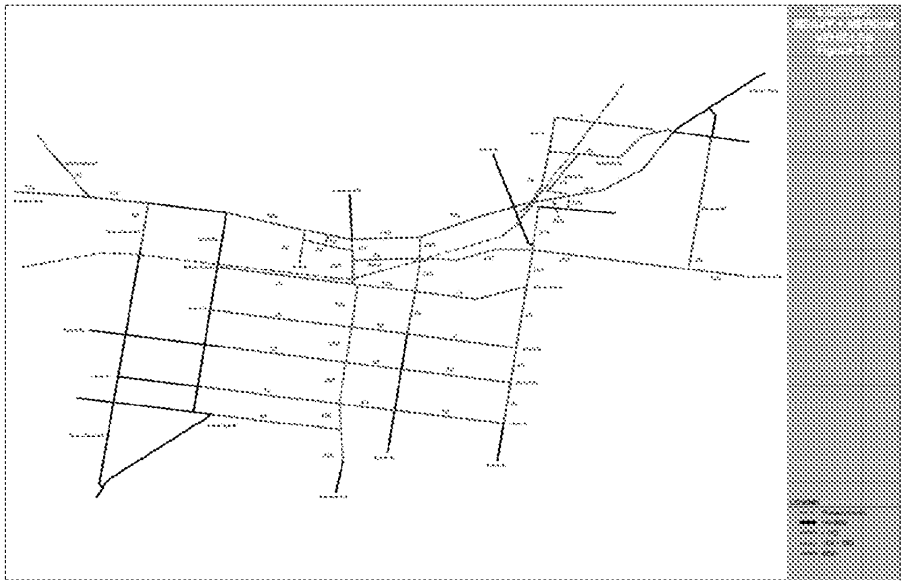


Figure 2 - Existing Heavy Vehicle Road Hierarchy

To assess future traffic movements for analysis of each route, the heavy vehicle trips have been divided into locally generated or attracted trips which would include either a start or an end of a journey in Colac, and through trips that would neither start nor end in the town.

All trips would pass through specified Origin Destination points that have been adopted for this assessment. Internal OD points represent major industrial locations in the town whilst external OD locations represent the main arterial entry and exit roads to the area and are indicated on Figure 3.

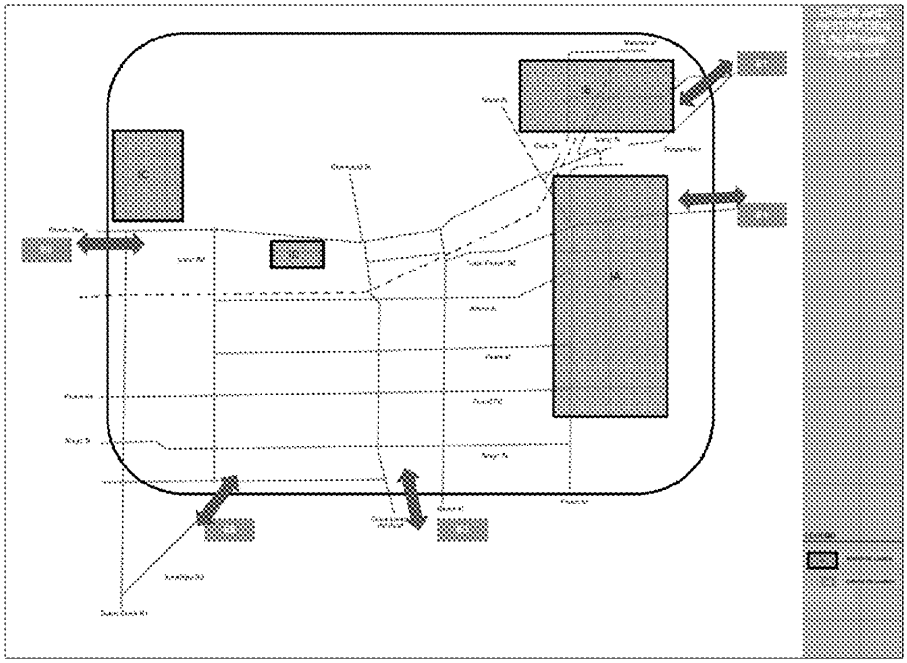


Figure 3 -- External and Internal Origin Destination points adopted for the study

The future traffic volumes travelling to or from each origin destination have been calculated within Working Paper 2, attached as Appendix C and are summarised in Table 3.

Table 3: Estimated 2031 total heavy vehicle volumes

Origin Destination Point	Trip Origin Destination Point[1]								
	IA	IB	IC	ID	E1	E2	E3	E4	E5
IA	-	-	-	-	510	300	120	70	40
IB	-	-	-	-	80	50	20	10	10
IC	-	-	-	-	180	100	40	30	10
ID	-	-	-	-	30	20	10	0	0
E1	510	80	180	40	-	580	250	10	10
E2	300	50	100	10	580	-	-	-	-
E3	120	20	40	10	250	-	-	-	-
E4	70	10	30	0	10	-	-	-	-
E5	40	10	10	0	10	-	-	-	-

[1] Trip directions were assumed to have a 50:50 split.

4.2 Transport Assessment of Routes

To compare the viability of the 10 routes in terms of their transport characteristics three criteria have been identified:

- Journey distance savings or additions, compared to the current route;
- Journey time savings or additions, compared to the current route; and
- Potential heavy vehicle usage of each route.

For each criteria, each route has been scored between 1 and 4, whereby 1 represents a poor performing route and 4 represents the best performing route.

Journey Distance

Journey distance is an important factor in route choice. If all other aspects of a trip are equal, then a driver is likely to pick the shortest route to get from A to B.

Given that the primary purpose of the heavy vehicle deviation is to remove Princes Highway traffic from the centre of Colac, and in particular Murray Street, the primary distance criteria adopted for this assessment has been the impact on distance travelled along Princes Highway, and in particular OD points E1 and E2.

To assess the journey distance between E1 and E2, Google Earth was utilized to measure the distance that a vehicle would need to travel to pass through each OD point using each route. This distance was compared to that travelled using the current Princes Highway alignment including Murray Street.

For the purpose of scoring each route the following convention has been adopted:

Score of 4	*These routes have been measured in length as within 1km of the existing route*
Score of 1 - 3	*These routes have been measured to be more than 1km greater in length than the existing route and have been scored relative to the additional length that would be travelled. Given the high level of the analysis at this stage routes producing a net journey difference within 10% of each other have been scored the same*

Table 4 provides a summary of the difference in journey length for each route. Note: results within 10% of each other are ranked the same.

Table 4 - Journey Length Differences

Colac Heavy Vehicle Deviation Route Journey Length										
Criteria	Route									
	1 Ralf Reserve	2 North of Lake	3 Lake	4 Aireys	5 Forans	6 Irrewillipe	7 Inner South	8 Outer South	9 Wilson	10 Pollock
Total Route Length Difference from Existing Route	1.3	4.0	0.7	4.6	11.1	3.8	3.1	3.0	1.7	0.7
Score	3	2	4	2	1	2	3	3	3	4

Journey Time

Another critical factor in the success of a route is the time taken to complete a journey. If all other aspects of a trip are equal, then a driver is likely to pick the quickest route.

As with the journey distance criterion, the journey time criterion looks purely at the difference in the theoretical journey time for a vehicle travelling between OD E1 and E2 on the Princes Highway using either the existing route including Murray Street or one of the alternative routes.

A theoretical journey time has been calculated for each heavy vehicle deviation route based on the following assumptions:

- Speed limit in Colac centre: 50 km/h;
- Speed limit outside Colac centre but still within built-up areas: 60 km/h; and
- Speed limit outside built-up areas: 80 km/h to 100 km/h.

In addition to speed limits the time to undertake a journey is also impacted by delays resulting from intersections and other factors. Therefore, for the purpose of this analysis, the following delay penalties have been applied to each potential route. It should be noted that these delay points have been identified from the level of route detail currently available and may be refined as corridors and treatments of particular intersections are developed in further detail.

- Traffic turning left from main road into minor road = 2 second delay penalty;
- Traffic turning right from main road into minor road = 5 second delay penalty;
- Traffic turning left from minor road into major road = 5 second delay penalty;
- Traffic turning from minor road into minor road = 2 second delay penalty; and
- Traffic turning right from minor road into major road = 10 second delay penalty.

For the purpose of scoring each route the following convention has been adopted:

Score of 4 *These routes would be quicker than the existing route*

Score of 1 - 3 *These routes would take longer to travel than the existing route and have been*

scored relative to the additional time. Given the high level of the analysis at this stage, routes producing a net difference within 10% of each other have been scored the same

Table 5 provides a summary of the difference in journey time for each route.

Table 5 - Journey Times Differences

Colac Heavy Vehicle Deviation Route Journey Time (two-way)										
Criteria	Route									
	1	2	3	4	5	6	7	8	9	10
	Rail Reserve	North of Lake	Lake	Arrays	Forans	Irrewillipe	Inner South	Outer South	Wilson	Pollack
Total Journey Time Difference from Existing Route	2.8	0.9	2.2	11.5	16.3	2.9	2.5	-1.9	3.8	1.6
Score	2	4	4	1	1	2	3	4	2	3

Anticipated Traffic Volumes

The volume of usage of any future heavy vehicle deviation route or bypass is an important consideration in the identification of viable routes.

In this assessment, heavy vehicle traffic volumes have been considered for:

- Through traffic on Princes Highway;
- Local traffic;
- Through traffic between Princes Highway and route to and from the south.

Princes Highway Through Route Traffic

From Table 3 of this report it is apparent that through traffic on the Princes Highway (which would all pass along Murray Street) will ultimately account for approximately 1600 vehicles per day. For the purpose of assessing the amount of this traffic that would divert onto any potential route, the following has been assumed:

- Heavy vehicles cannot be forced to move off the formal arterial route;
- For every 500m of additional distance to be travelled, 5% of heavy vehicles would remain on their current route; and
- For every extra minute of journey, 1% of traffic would not divert onto the new route.
- Where journey times decrease, 2.5% of any traffic originally considered not to divert would divert to the new route.

In terms of scoring, the assessment has adopted the following convention:

Score of 4 *Routes anticipated to attract 90% or over of through traffic currently on Princes Highway*

Score of 3 *Routes anticipated to attract 70% to 90% of through traffic currently on Princes Highway*

Score or 2 *Routes anticipated to attract less than 70% but more than 25% of through traffic currently on Princes Highway*

Score of 1 *Routes attracting 25% or less than Princes Highway through traffic*

Table 6 – Princes Highway deviation vehicles per route

Colac Heavy Vehicle Deviation Route Through Traffic Volumes										
Criteria	Route									
	1	2	3	4	5	6	7	8	9	10
	Rail Reserve	North of Lake	Lake	Aireys	Forrest	Irrewillipe	Inner South	Outer South	Wilson	Pollock
Percentage of through traffic likely to divert (rounded to nearest 5%)	60%	60%	100%	25%	0%	55%	65%	75%	75%	90%
Princes Highway Through Traffic Likely to Divert (nearest 10)	930	720	1160	290	0	630	740	870	860	1030
Score	3	2	4	1	1	2	2	3	3	4

Note: This assessment assumes existing conditions along Murray Street. If traffic calming measures are adopted along Murray Street (i.e. slow down vehicle traffic), it is anticipated that these percentages may change.

Other Heavy Vehicle Traffic

In addition to accommodating traffic currently travelling along the Princes Highway, it is anticipated that a proportion of heavy vehicles using local roads to make north-south through trips and locally generated heavy vehicle trips, will also be attracted to a deviation route.

Based on engineering experience of the road network and consideration of origins and destination volumes, an estimate of potential use of each route by trips has been undertaken to calculate likely volumes.

The analysis indicated that the 10 routes would cater for between 0 and 1900 vehicles per day. A 4 tier scoring criteria would suggest the following scores:

Score of 4 *Routes anticipated to attract 50% or over of other traffic currently*

Score of 3 *Routes anticipated to attract between 35% and 50% or more of other traffic*

Score or 2 *Routes anticipated to attract between 5% and 35% of other traffic*

Score of 1 *Routes attracting 5% or less than other traffic*

Table 7 – Deviation of Other vehicles per route

Colac Heavy Vehicle Deviation Route – Other Traffic										
Criteria	Route									
	1 Rail Reserve	2 North of Lake	3 Lake	4 Alreys	5 Forans	6 Irrewillipe	7 Inner South	8 Outer South	9 Wilson	10 Pollock
Percentage of other movements	50%	0%	0%	40%	20%	20%	35%	35%	40%	5%
Other bypass traffic volumes for All OD Routes	1880	0	0	1550	680	680	1330	1330	1550	130
Score	4	1	1	3	2	2	3	3	3	1

4.3 Transport - Weighted Scores

As discussed in the sections above, the assessment of the transport component scored the ten routes against the following criteria:

- Journey length;
- Journey time (relative);
- Attractiveness for Princes Highway through traffic; and
- Attractiveness for other traffic.

These criteria have been assessed with scores of 4 indicating most viable routes and scores of 1 indicating least viable routes against the individual criteria. Scores were then weighted, reflecting the relative influence of the different criteria on the final viability of a particular route, as per the weightings listed in Table 2. Table 8 summarises the weighted transport assessment scores.

Table 8 – Weighted Transport Assessment Results

Weighted Transport Criteria Scores										
Criteria	1 Rail Reserve	2 North of Lake	3 Lake	4 Alreys	5 Forans	6 Irrewillipe	7 Inner South	8 Outer South	9 Wilson	10 Pollock
Journey Length (Weighting 3)	3	2	4	2	1	2	3	3	3	4

Weighted Transport Criteria Scores										
Criteria	1	2	3	4	5	6	7	8	9	10
	Rail Reserve	North of Lake	Lake	Aireys	Forans	Irrewillipe	Inner South	Outer South	Wilson	Pollack
Journey Time (relative) Weighting 2)	4	6	8	2	2	4	6	8	4	6
Princes Highway Traffic (Weighting 3)	9	6	12	3	3	6	6	9	9	12
other Traffic (Weighting 2)	8	2	2	6	4	4	6	6	6	2
Score	**24**	**18**	**26**	**13**	**10**	**16**	**21**	**26**	**22**	**24**

On the basis of the weighted transport scores, the Lake Route (R3) and the Outer Southern Route (R8), perform similarly and provide the best transport solution, at this level of analysis, with a combined transport analysis score of 26. These routes are followed by the Rail Reserve (R1) and Pollack Route (R10) options with a score of 24.

Routes that do not perform well in meeting transport expectations for a deviation route include Aireys Route (R4), Forans Route (R5) and Irrewillipe Route (R6) with total transport scores of between 10 and 16.

5 Social Assessment

5.1 Introduction

The assessment of the social impacts of the different route alignments has been undertaken utilising a variety of desktop information sources including planning documents, aerial photography and state authority databases.

For this level of assessment, a total of four "social" criteria have been considered, these criteria were:

- Community Impacts;
- Proximity to Schools;
- Landscape Amenity; and
- Property Severance.

5.2 Community Impacts

Heavy vehicle routes can have a range of impacts on communities, including noise, light spill, pedestrian amenity and safety, and cycle safety impacts. As the assessment matrix is a high-level assessment, these impacts have been grouped into one criterion.

Routes which pass through more densely populated areas, in particular residential, business and educational areas, are more likely to adversely impact on communities, and the matrix reflects this accordingly through an analysis of the Planning Scheme zones affected by each route.

Design features available to mitigate adverse effects on communities include traffic light-controlled pedestrian crossings, pedestrian over/underpasses, noise barriers, improved noise insulation of buildings, and the provision of fencing or plantings to reduce light spill and noise.

Scoring

Based on the desktop analysis of typical land use zones, Table 9 sets out the criteria scoring system for community impacts, whilst Table 10 indicates the scoring for each route.

Table 9 - Community Impact Scoring

Community Impact Scoring		
Criteria	**Scoring**	**Score**
Community Impacts	Route affects land predominantly zones farming	4
	Route affects land predominantly in non-residential zones.	3
	Route effects land predominantly zoned residential	2
	Route affects land zones residential, Public Use zone, Education and/or Business	1

Table 10 - Route Scores Against Community Impact Criteria

Social Impact		
Route	**Community Impact**	
	Score	**Comment**
1	2	Route affects land predominantly in public use zone (existing rail corridor) with small areas in Business, Framing Industrial and Residential.
2	4	Route affects land predominantly in farming zone with small areas Public Conservation Zone
3	3	Route affects land in predominantly in Public Conservation and Resource Zone, Public use Zone, Farming and Residential Zones.
4	2	Route affects land predominantly in residential zone with areas in business, and industrial and farming
5	3	Route affects land predominantly in farming zone with small areas in low density residential, rural living, industrial and business
6	3	Route affects land predominantly in farming zone with areas in rural living, low density residential and residential
7	3	Route affects land predominantly in farming zone with small areas in residential and rural living
8	4	Route affects land predominantly in farming zone with small areas in low density residential
9	1	Route affects land zones residential Business, Industrial Farming, Public Park and Recreation and Public Use
10	1	Route affects land zones residential Business, Industrial Farming, Public Park and Recreation and Public Use

5.3 Impacts on Schools

Whilst the community impacts criterion includes consideration of educational land uses, the particular sensitivity of schools to heavy vehicle movements warrants additional recognition in the assessment matrix.

Measures can be employed around schools to mitigate the impact of heavy vehicles. However, the safety of students must remain paramount and the avoidance of any impacts may be the most

appropriate approach. In addition, community angst about truck routes going through children orientated areas can produce significant political pressure to make these routes unviable.

However, it should be noted that when children movements are higher (school start and finish times) roads around schools generally contain many measures to control and protect the movement of children – such as reduced speeds and manned crossing points.

Scoring

The scoring system to assess the validity of each route against the impact on schools criteria is set out within Table 11, whilst Table 12 indicates the scoring for each route.

Table 11 – Impact on School Criteria Scoring

Proximity to School Scoring		
Criteria	**Scoring**	**Score**
Proximity to schools	Route does not pass a primary or secondary school	4
	Route passes 1 secondary school	3
	Route passes 1 primary school	2
	Route goes through or passes 1 or more primary and secondary schools	1

Table 12 – Route Scores Against the Impact on Schools Criteria

Social Impact		
Route	**School Impacts**	
	Score	**Comment**
1	2	Route passes 1 primary school
2	4	Route does not pass a primary or secondary school
3	4	Route does not pass a primary or secondary school
4	4	Route does not pass a primary or secondary school
5	4	Route does not pass a primary or secondary school
6	1	Route passes 1 primary school (Route would bisect school, re-route may be required)
7	1	Route passes 1 primary school (Route would bisect school, re-route may be required)
8	4	Route does not pass a primary or secondary school
9	1	Route passes 1 primary school & Colac Special School
10	1	Route passes 2 primary schools

5.4 Landscape Amenity

The Colac Otway Planning Scheme contains Significant Landscape Overlays which protect areas with important visual amenity values and significant landscapes. The routes have been assessed to determine whether any fall within such an overlay.

There are a number of routes that fall within areas of these overlays, with scores within the assessment matrix reflecting the significance of the overlay over the length of the route. In addition to these overlays there may be localised visual impacts with the routes, however landscaping and other mitigation measures can be implemented to address these.

Scoring

Based on the desktop analysis of Significant Landscape Overlays, Table 13 sets out the criteria scoring system for community impacts, whilst Table 14 indicates the scoring for each route.

Table 13 -- Landscape Amenity Scoring

Landscape Amenity Scoring		
Criteria	Scoring	Score
Landscape Amenity	Route does not pass through a SLO	4
	Route passes through a small area of an SLO, however diversion could avoid	3
	Route passes through a large area of an SLO or through an area with significant landscape amenity	2
	Route passes through more than one SLO	1

Table 14 -- Route Scores Against Landscape Amenity Criteria

Social Impact		
Route	Landscape Amenity	
	Score	Comment
1	4	Route does not pass through a SLO
2	4	Route does not pass through a SLO
3	2	Route does not pass through a SLO although passes though lake which will have large impact on amenity
4	4	Route does not pass through a SLO
5	2	Route passes through a large area of SLO1
6	4	Route does not pass through a SLO
7	3	Route passes a small area of SLO1 but could be diverted slightly to avoid.
8	2	Route passes through a large area of SLO1
9	4	Route does not pass through a SLO
10	4	Route does not pass through a SLO

5.5 Property Severance

Routes which require land acquisition, particularly involving larger and rural lots, may involve a degree of property severance.

Routes which involve the acquisition of land adjacent to existing road corridors, will generally have lesser severance impacts compared to routes which cut across existing land parcels, leaving parts of properties isolated from each other. In rural areas, this could have an impact on local farming activities, including stock movements.

Whilst mitigation can be used to address some property severance, there is still likely to be some impact on amenity.

Scoring

Based on the desktop analysis of Significant Landscape Overlays, Table 15 sets out the criteria scoring system for community impacts, whilst Table 16 indicates the scoring for each route.

Table 15 -- Property Severance Scoring

Property Severance Scoring		
Criteria	Scoring	Score
Property Severance	No properties likely to suffer severance	4
	1 - 3 properties likely to suffer severance	3
	3 - 6 properties likely to suffer severance	2
	More than 6 properties likely to suffer severance	1

Table 16 -- Route Scores for Property Severance

Social Impact		
Route	Property Severance	
	Score	Comment
1	1	More than 6 properties likely to be severed
2	1	More than 6 properties likely to be severed
3	2	5 properties likely to be severed
4	1	More than 6 properties likely to be severed
5	3	1 - 2 as route predominantly runs along existing road corridors properties likely to be severed
6	1	More than 6 properties likely to be severed
7	1	More than 6 properties likely to be severed
8	1	More than 6 properties likely to be severed
9	4	No properties likely to be severed as route runs along existing road corridors
10	4	No properties likely to be severed as route runs along existing road corridors

5.8 Social - Weighted Scores

Weighting factors from Table 8 have been applied to the results from the four social assessment criteria:

- Community impacts
- Proximity to schools
- Landscape amenity
- Property severence

Table 17 summarises the weighted social impact assessment results adopted for each criteria.

Table 17 – Weighted Social Assessment Results

Weighted Social Impact Criteria Scores										
Criteria	1	2	3	4	5	6	7	8	9	10
	Rail Reserve	North of Lake	Lake	Aireys	Forans	Irrewillipe	Inner South	Outer South	Wilson	Pollack
Community Impacts (Weighting 2)	4	8	6	4	6	6	6	8	2	2
Proximity to Schools (Weighting 3)	6	12	12	12	12	3	3	12	3	3
Landscape Amenity (Weighting 1)	4	4	2	4	2	4	3	2	4	4
Property Severence (Weighting 2)	2	2	4	2	6	2	2	2	8	8
Score	**16**	**26**	**24**	**22**	**26**	**15**	**14**	**24**	**17**	**17**

On the basis of the weighted social impact assessment scores, it is apparent that the North of the Lake (R2) and Forans Route (R5) performed best, with scores of 26 followed by the Lake Route (R3) and Outer Southern Route (R8) with scores of 24.

The least viable routes in terms of the social impact were Rail Reserve (R1), Irrewillipe Route (R6) and Inner Southern Route (R7) with scores of 14 to 16 points. Wilson and Pollack Routes also did not score well in this category with total scores of 17 points each.

6 Environmental Assessment

6.1 Introduction

The assessment of the environmental impacts of the different route alignments has been undertaken utilising a variety of desktop information sources including environmental and planning documents, aerial photography and state authority databases.

The following environmental factors have been considered during the determination of the preferred routes:

- Aboriginal and European Heritage;
- Flora; and
- Fauna.

6.2 Cultural and European Heritage

Aboriginal Heritage (Cultural Heritage)

The presence of areas of cultural heritage sensitivity, pursuant to the Aboriginal Heritage Act 2006, was reviewed using the Department of Planning and Community Development (DPCD) mapping tool (refer to status of proposed sites)

A review of Map 7621 '*Colac*' identified the township of Colac as being in proximity to Lake Colac; waterways and bodies of water having the potential to support areas of Cultural Heritage Sensitivity (indigenous).These areas should be considered during the review of preferred options to determine the potential for impact to sites of significance. Consultation with Aboriginal Affairs Victoria (AAV) is required to determine the status of proposed sites.

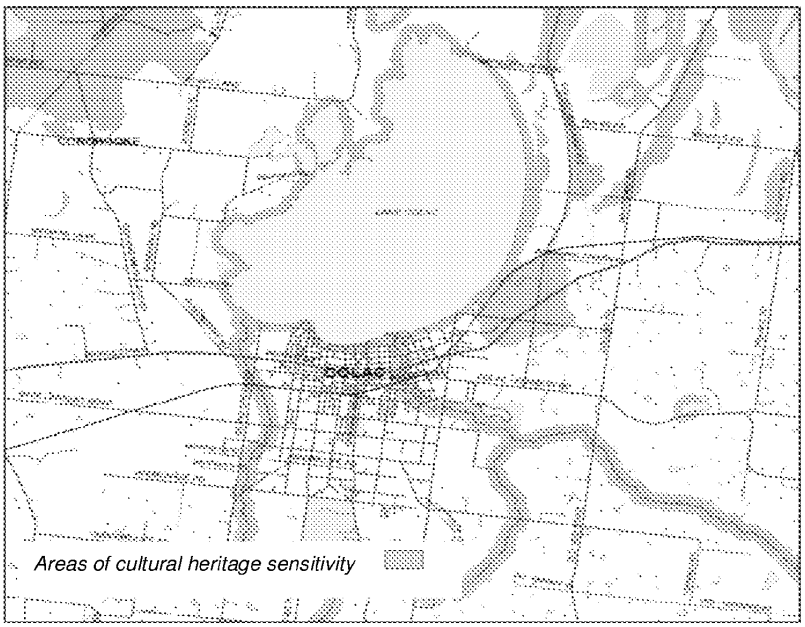


Figure 4 - Areas of cultural heritage sensitivity

European Heritage Assessment Method

European heritage was analysed using the heritage overlays within theColac Otway Shire Planning Scheme. These overlays indicate properties and areas that are considered to have significant European heritage value.

Routes within heritage overlays received lower scores, indicating that additional work may be required to assess the values associated with the locations and that the preservation of sites may impact on the design and cost of particular alignments.

Scoring

Based on the desktop analysis of potential areas of cultural significance, Table 18 sets out the criteria scoring system for Aboriginal and European Heritage, whilst Table 19 indicates the scoring for each route.

Table 18 -- Aboriginal and European Heritage Scoring

Environmental Scoring		
Criteria	**Scoring**	**Score**
Aboriginal heritage	Route is not in an area of Cultural heritage Sensitivity as shown on the DPCD maps	4
	An area of the route is in an area of Cultural heritage Sensitivity as shown on the DPCD maps , however the area is already developed land.	3
	More than one area of the route is in an area of Cultural heritage Sensitivity as shown on the DPCD maps	2
	Large areas of the route are within areas of Cultural heritage Sensitivity as shown on the DPCD maps	1
European Heritage	Route runs clear of all Heritage Overlays	4
	Route runs through or adjacent to one Heritage overlay area	3
	Route runs through or adjacent to two Heritage overlay area	2
	Route runs through a large heritage overlay or more than 3 heritage overlay areas	1

Table 19 – Route Scores against Aboriginal and European Heritage Criteria

Environmental Heritage Scoring				
	Aboriginal Heritage		European Heritage	
Route	Score	Comment	Score	Comment
1	3	Route passes through a small area of Cultural Heritage Sensitivity but already on developed land.	2	Route passes through HO121 and 122- Railway Station and Turning Circle.
2	2	The route runs through a number of areas of identified Cultural Heritage Sensitivity	4	Route runs clear of all Heritage Overlays
3	1	The route runs through the lake identified as an area of Cultural Heritage Sensitivity	4	Route runs clear of all Heritage Overlays
4	2	The route runs through a number of small areas of identified Cultural Heritage Sensitivity	4	Route runs clear of all Heritage Overlays
5	2	The route runs through a number of small areas of identified Cultural Heritage Sensitivity	4	Route runs clear of all Heritage Overlays
6	2	The route runs through a number of small areas of identified Cultural Heritage Sensitivity	4	Route runs clear of all Heritage Overlays
7	2	The route runs through a number of small	4	Route runs clear of all Heritage Overlays

Environmental Heritage Scoring				
	Aboriginal Heritage		European Heritage	
Route	Score	Comment	Score	Comment
		areas of identified Cultural Heritage Sensitivity		
8	2	The route runs through a number of small areas of identified Cultural Heritage Sensitivity	2	Route passes through HO281 Tarndwarncoort, a Victoria Heritage Listed property. Route also runs passes through corner of HO153 Yeowarra. Both these properties could be avoided by small deviations.
9	3	Route passes through a small area of Cultural Heritage Sensitivity but already on developed highway.	4	Route runs clear of all Heritage Overlays
10	3	Route passes through a small area of Cultural Heritage Sensitivity but already on developed highway.	1	Route runs through a large area of HO307 – Residential precinct Colac

6.3 Flora and Fauna

The presence of native vegetation and trees across the study area must be considered when determining the alignment for the preferred route. The location of vegetated areas potentially supporting remnant native vegetation, trees, watercourses, permanent water bodies and sites of ecological significance are important and will impact on the viability and final alignment of any route.

Methodology

The Colac Otway Planning Scheme contains Vegetation Protection Overlays which seek to protect significant and remnant flora. The routes have been assessed to determine whether any fall within such an overlay. While the majority of routes do not fall within these overlays, large sections of two routes do, and have been scored to reflect that they may be less viable in environmental terms than other routes.

The Colac Otway Planning Scheme also contains Environmental Significance Overlays identifying areas of land affected by environmental constraints which restrict development to that compatible with the identified environmental values. The routes all pass through an Environmental Significance Overlay relating to either the protection of existing water catchments, or the lakes wetlands and watercourses as significant environmental resources. Routes have been assessed with scores within the assessment matrix reflecting the significance of the overlay/s over the length of the route.

In addition, the presence of Protected Matters Search Tool within the study area was reviewed using the Department of Sustainability and Environment (DSE) interactive mapping tool, (http://www.environment.gov.au/arcgis-framework/apps/pmst/pmst.jsf), which provides information on matters of environmental significance within the search area identified. The Protected Matters Search tool identified the potential for a range of threatened flora and migratory fauna species and species habitat to occur within the location of the route assessment study area. In particular the tool identifies two threatened ecological species namely the Grassy Eucalypt Woodland and Natural Temperate Grassland, both of which are critically endangered and may occur within the area. Two Ramsar listed wetlands are identified as being Port Phillip Bay (western Shoreline) and Bellarine (being upstream from Ramsar) and the Western district lakes (within 10km of Ramsar).

Scoring

Based on the desktop analysis of potential areas of flora or fauna significance, Table 20 sets out the criteria scoring system for flora and fauna, whilst Table 21 indicates the scoring for each route.

Table 20 - Flora and Fauna Scoring

Environmental Scoring		
Criteria	Scoring	Score
Flora	Route does not pass through a VPO	4
	Route passes through a small area of an VPO	3
	Route passes through a medium area of an VPO	2
	Route passes through a large area of an VPO	1
Fauna	Route does not pass through a ESO	4
	Route passes through a small area of an ESO but already on developed highway	3
	Route passes through a large area of an ESO	2
	Route passes through more than one ESO	1

Table 21 - Route Scores against Flora and Fauna

Environmental Scoring				
Route	Flora		Fauna	
	Score	Comment	Score	Comment
1	4	Route does not pass through a VPO	2	The route passes through ESO2
2	4	Route does not pass through a VPO	1	The route passes though ESO1 and ESO 3
3	4	Route does not pass through a VPO	1	The route passes though ESO1 and ESO 3
4	4	Route does not pass through a VPO	3	Route passes through a small area of an ESO but already on developed highway
5	1	The route passes through a large area of VPO1	1	The route passes through ESO2 and ESO3
6	4	Route does not pass through a VPO	2	The route passes through ESO2
7	4	Route does not pass through a VPO	2	The route passes through ESO2
8	1	The route passes through a large area of VPO1	1	The route passes through ESO2 and ESO3
9	4	Route does not pass through a VPO	3	Route passes through a small area of an ESO but already on developed highway
10	4	Route does not pass through a VPO	3	Route passes through a small area of an ESO but already on developed highway

Assessment Limitations

A site assessment, documenting flora species and any remnant native vegetation communities within the study area of the proposed routes, has not been undertaken at this scoping stage of the study. However, the assessment is considered sufficient to achieve the purposes of this report, which is to prepare a high level review of the subject area impacted by the nominated routes.

An assessment of ecological values for each of the preferred routes should be undertaken in order to quantify, manage and mitigate any potential adverse impacts the development of a new road alignment may have on existing terrestrial and aquatic values supported within the study area

6.4 Environmental - Weighted Scores

Weighting factors from Table 8 have been applied to the results from the four environmental assessment criteria:

- Aboriginal heritage
- European heritage
- Flora
- Fauna.

Table 22 summarises the weighted environmental impact assessment results adopted for each criteria.

Table 22 – Environmental Assessment Results

Weighted Environmental Impact Criteria Scores										
Criteria	1	2	3	4	5	6	7	8	9	10
	Rail Reserve	North of Lake	Lake	Aireys	Forans	Irrewillipe	Inner South	Outer South	Wilson	Pollack
Aboriginal Heritage (Weighting 2)	6	4	2	4	4	4	4	4	6	6
European Heritage (Weighting 2)	4	8	8	8	8	8	8	4	8	2
Flora (Weighting 2)	8	8	8	8	2	8	8	2	8	8
Fauna (Weighting 2)	4	2	2	6	2	4	4	2	6	6
Score	**22**	**22**	**20**	**26**	**16**	**24**	**24**	**12**	**28**	**22**

On the basis of the weighted environmental impact scores, the Wilson Route (R9) appears to have the least negative environmental impact with a score of 28 followed by Aireys Route (R4) with a score of 26 and the Irrewillipe (R6) and Inner Southern (R7) routes with scores of 24.

Routes that potentially could result in major environmental issues that would need to be managed or mitigated include the Outer Southern Route (R8) and the Forans Route (R5) with scores of 12 and 16 respectively.

7 Economic Assessment

7.1 Introduction

The cost of providing a heavy vehicle deviation route will clearly be a critical element in determining the viability of a particular route.

For the purpose of this analysis the economic implications of each route have been considered in terms of:

- Land Acquisition;
- Construction; and
- Amenity Mitigation.

7.2 Land Acquisition

Land acquisition costs were calculated by determining an urban and rural boundary, land costs, whether the route required new or upgraded carriageway, and the length of new or upgraded carriageway.

Aurecon has contacted a number of real estate agents in Colac to identify general factors that may affect the land acquisition costs of routes.

Information provided at this level of study indicates the following hierarchy of land costs:

- High cost per acre land within the urban boundary;
- Medium cost per acre Rural land with good quality soil for agricultural purposes; and
- Low cost per acre Rural land with poor quality soil for agricultural purposes

For the purpose of this study, and after consideration of zoning and geotechnical maps of the area, land surrounding Colac was zoned as high, medium and low cost in terms of acquisition.

Costs per acre for each zone were identified based on general advice provided by local real estate agents.

Table 23 sets out the land acquisition zones and acreage costs.

Table 23 - Land Acquisition Zones and Adopted Costs

Land Acquisition Zone	Zone Boundary	Adopted Acreage Cost
High Cost	*Urban Land* Bounded by Deans Creek Road, Harris Road, Forest Street and Lake Colac	$130K per 1000sq.m (approx. $520K per acre)

Land Acquisition Zone	Zone Boundary	Adopted Acreage Cost
Medium Cost	*Good Quality Rural Land* Rural land south of Princes Highway	$5K per acre
Low Cost	*Poorer Quality Rural Land* Rural land north of Princes Highway	$2.3K per acre

It should be noted that the above land acquisition assumptions are appropriate for the high level stage of analysis currently undertaken. However, more detailed land acquisition, provided by an appropriately qualified valuer, will be required at later stages of the study.

Land Acquisition Calculations

To compare likely land acquisition costs between routes, potential land areas required for purchase have been estimated based on the following assumptions:

- New sections of road through rural areas would require a 50 metre road reserve
- Where existing roads need to be widened an average 20 metres of additional width will be required to be purchased.

Scoring

Land acquisition has been scored to provide a relatively even split of scores with the most expensive routes for land acquisition generating a score of 1 and the routes with the lowest acquisition costs generating a score of 4.

The land acquisition costs and scores are set out within Table 24

Table 24 - Land Acquisition Costs and Scoring

Colac Heavy Vehicle Deviation Route Land Acquisition Costs ($ millions)										
Criteria	Route									
	1	2	3	4	5	6	7	8	9	10
	Rail Reserve	North of Lake	Lake	Alreys	Forans	Irrewillipe	Inner South	Outer South	Wilson	Pollack
Land Acquisition Costs	35.9	0.9	2.4	24.3	10.8	30.3	25.1	1.9	12	8.9
Score	1	4	4	2	3	1	2	4	3	3

Costs within 10% of each other have been scored similarly.

7.3 Construction Assessment

To estimate the relative cost to construct each route, construction costs from similar projects have been sourced. These costs are considered appropriate at this stage of the study but will be discussed with VicRoads and Council, and amended to reflect current prices as appropriate, as the study progresses in more detail.

Table 25 - Cost assumptions adopted within the study

Type of cost	Cost ($)
New Road Length (per km)	$ 2,000,000.00
Road Upgrade Length (per km)	$ 1,000,000.00
Intersection Upgrades (per intersection)	$ 150,000.00
New Intersections (per intersection)	$ 500,000.00
Length of Bridge/Structure (km)	$ 40,000,000.00
Rail Grade Separations (per site)	$ 10,000,000.00
Causeway	$ 30,000,000.00

Features included within the cost estimate are set out within Table 26.

Table 26 - Major Construction Cost Feature Summary

Route No	Total Length of Works (km)	New Road Length (km)	Road Upgrade Length (km)	Number Intersection Upgrades	Number New Intersections	Length of Bridge/Structure (km)	Rail Grade Separations (number of locations)	Railway amenities relocation work and bridge over creek ($ millions)
1	8	100%	-		4	0.12	10	30
2	28	100%	-		11		1	
3	7	58%	42%	1	1	0.5	1	
4	11	36%	64%	14	3		1	
5	21	38%	62%	4	1		1	
6	12	43%	57%	3	12	0.03	1	
7	17	76%	24%	5	5	0.03	1	
8	29	100%	-		12	0.03	1	
9	5	-	100%	8				
10	3	-	100%	6				

Scoring

Construction costs have been scored to provide a relatively even split of scores, with the most expensive routes in terms of construction generating a score of 1 and the routes with the lowest construction costs generating a score of 4.

The construction costs and scores are set out within Table 27.

Table 27 - Major Construction Costs and Criteria Scoring

Colac Heavy Vehicle Deviation Route Constructions Costs ($ millions)										
Criteria	Route									
	1	2	3	4	5	6	7	8	9	10
	Hall Reserve	North of Lake	Lake	Alvys	Forans	Irrewillipe	Inner South	Outer South	Wilson	Pollack
Construction Costs	151.7	69.4	41.4	27.7	30.9	36.6	43.3	75.2	5.8	4.3
Score	1	2	3	3	3	3	3	2	4	4

7.4 Amenity Mitigation

The construction of a major new road or upgrade, often requires some level of mitigation to preserve items such as social amenity, property access and environmental amenity.

Mitigation measures may include items such as:

- Pedestrian overpasses;
- Stock underpasses; and
- Noise mitigation.

At this stage, detail analysis of the mitigation measures required for each route is not possible. Therefore, a mitigation cost allowance has been calculated based on the general characteristics of sections of each route. These "allowances" have been based on the percentage of mitigation measure costs identified in other more detailed studies and are set out below:

- Urban Areas = 10% of construction cost;
- Urban Grade Separated Areas = 8% of construction costs; and
- Rural Areas = 3% of construction costs.

Scoring

Mitigation costs have been scored to provide a relatively even split of scores, with the most expensive routes in terms of likely mitigation generating a score of 1, and the routes with the lowest likely mitigation costs generating a score of 4.

The mitigation costs and scores are set out within Table 28.

Table 28 – Mitigation Cost and Criteria Scoring

Colac Heavy Vehicle Deviation Route Mitigation Costs ($ millions)										
Criteria	Route									
	1 Raiff Reserve	2 North of Lake	3 Lake	4 Alreys	5 Forans	6 Irrewillipe	7 Inner South	8 Outer South	9 Wilson	10 Pollack
Construction Costs	12.2	2.1	1.3	2.5	1.2	1.1	1.3	2.2	0.5	0.5
Score	1	2	3	2	3	3	3	2	4	4

7.5 Economic – Weighted Scores

The weightings specified in section 3.3, Table 8 for the following Economic assessment criteria:

- Land Acquisition;
- Major Construction Costs; and
- Mitigation Costs.

Where applied. Table 29 summarises these results.

Table 29 – Weighted Economic Assessment Results

Weighted Economic Impact Criteria Scores										
Criteria	1 Raiff Reserve	2 North of Lake	3 Lake	4 Alreys	5 Forans	6 Irrewillipe	7 Inner South	8 Outer South	9 Wilson	10 Pollack
Land Acquisition (Weighting 2)	2	8	8	4	6	2	4	8	6	6
Major Construction Costs (Weighting 3)	3	6	9	9	9	9	9	6	12	12
Mitigation Costs (Weighting 1)	1	2	3	2	3	3	3	2	4	4
Score	6	16	20	15	18	14	16	16	22	22

On the basis of the weighted economic assessment, it is apparent that the most economically viable routes, for a heavy vehicle deviation route are the Wilson and Pollack Routes (R9 and 10) with scores of 22, followed by the Lake Route with a score of 20.

The least viable route in terms of economics, as identified within this stage of the assessment, would be the Rail Route (R1) with a score of 6, which is followed by Irrewillipe Route (R6) with a score of 14.

8 Long Term Suitability

8.1 Introduction

As part of the work with the Community Reference Group on the project, Aurecon understood that the community aspiration for a heavy vehicle deviation route for Colac would ultimately result in a complete bypass of the town.

8.2 Assessment

The routes have also been assessed based on their long term suitability. For the purpose of this level of assessment the adopted scoring for the long term suitability of the routes is detailed in Table 30.

Table 30 – Long term suitability scoring parameters

Long Term Suitability Scoring Parameters Description	Score
Route alignment suitable for construction as a primary arterial allowing Murray Street to potentially be downgraded, and route avoids the built up area of town.	4
Route alignment suitable for construction as a primary arterial but runs through the town either primarily via lower density areas or as a grade separated road.	3
Route alignment unsuitable for construction in current format as a primary arterial but avoids the built up area of Colac	2
Route alignment and proximity to the more built up areas of the town makes this route unsuitable for construction as a primary arterial resulting in Murray Street remaining the Princes Highway	1

Table 31 below provides a summary of the long term suitability ranking and scores.

Table 31 - Long Term Suitability

Colac Heavy Vehicle Deviation Route Long Term Suitability (two-way)										
	Route									
	1	2	3	4	5	6	7	8	9	10
	Rail Reserve	North of Lake	Lake	Airoys	Forans	Irrewillipe	Inner South	Outer South	Wilson	Pollack
Score	3	4	4	1	2	3	3	4	1	1

8.3 Long Term Suitability – Weighted Scores

The weightings specific in section 3.3, Table 8 were applied to the Long term suitability criteria. The weighted results for this assessment are shown in Table 32.

Table 32 – Weighted Long Term Suitability Analysis

Weighted Long Term Route Suitability Scores										
Criteria	1	2	3	4	5	6	7	8	9	10
	Rail Reserve	North of Lake	Lake	Alvarys	Forans	Irrewillipe	Inner South	Outer South	Wilson	Pollack
Long Term Suitability (Weighting 3)	9	12	12	3	6	9	9	12	3	3
Score	9	12	12	3	6	9	9	12	3	3

On the basis of the above analysis, it is apparent that routes considered to be the most suitable as long term bypasses of Colac are those that would be remote from residential areas and include suitable alignments to become the arterial road. These include the North of the Lake Route (R2), Lake Route (R3) and the Outer Southern Route (R8).

9 Assessment Results

9.1 Matrix Results

The scoring and weighted scoring for each criteria have been set out within a matrix. The total scores within the matrix for all criteria have been summed to produce scores ranging from 76 to 102, where the highest scores suggest the most viable option at this stage.

The matrix is attached as Appendix D and the total scores for each route are set out within Table 33.

Table 33 - Total Criteria Scoring

Colac Heavy Vehicle Deviation Route										
	Route									
	1	2	3	4	5	6	7	8	9	10
	Rail Reserve	North of Lake	Lake	Aireys	Forrest	Irrewillipe	Inner South	Outer South	Wilson	Pollack
Total Route Score over all Criteria	77	94	102	79	76	78	84	90	92	85
Rank	9	2	1	7	10	8	6	4	3	5

Based on the above, it is clear that under the preceding analysis routes that are the most viable for development into a heavy vehicle deviation route corridor include: Lake, North of the Lake, Wilson and Outer Southern.

It is noted that, the third most viable route for a heavy vehicle deviation route, with 92 points would be Wilson within the town. This route would involve a relatively low cost solution located in close proximity to the current route adopted by most vehicles and indeed sections of the route are already utilised by heavy vehicles. However, it is noted that this route running at grade through residential areas of the town would be unsuitable for development as a long term option providing a bypass for the town (as opposed to just Murray Street). Other routes that are considered to be most unsuitable as a long term bypass option include Route 4, Aireys Street; and Route 10, Pollack Street.

Given the above, the routes that could potentially be developed into long term solutions have been ranked independently from those which have been considered inappropriate for this function. Table 34 provides this alternative ranking.

Table 34 - Total Criteria Scoring for Long Term Options

	Colac Heavy Vehicle Deviation Route									
	Route									
	1	2	3	4	5	6	7	8	9	10
	Rail Reserve	North of Lake	Lake	Airlys	Forans	Irrewillipe	Inner South	Outer South	Wilson	Pollock
Total Route Score over all Criteria	77	94	102	-	76	78	82	90	-	-
Rank	6	2	1	-	7	5	4	3	-	-

9.2 Recommendations from the Shortlist Analysis

On the basis that there is strong support for a long term complete town bypass, it is suggested that routes to be taken forward for more detailed analysis, including corridor development, should all be suitable to be developed into a long term solution. The long term solutions that this study therefore recommends for further analysis are:

Route 3 – Lake Route (Score 102)

Route 2 – North of the Lake (Score 94)

Route 8 – Outer Southern Route (Score 90)

Route 7 – Inner Southern Route (Score 84)

In addition, this report recommends, that for a short term, option Colac Otway Shire should pursue the development of the following short term route option:

Route 9 – Wilson Route (Score 92)

It should be noted, that the identification of Wilson Route is only a preliminary assessment of this route and that ultimately Council may choose to implement all, some or none of the route as is appropriate for the use of heavy transport, the demands of the community and timelines.

Issues with the Wilson Route that may need further investigation and could dictate the final format and character of a heavy vehicle deviation based on this option are summarised in Table 35 below.

Table 35 – Wilson Route Further Considerations

Potential Issue	Aurecon Comment for Further Investigation
Use of at-grade rail crossing at Armstrong Road	In terms of legislation Aurecon have been advised by VicRoads that there is currently no legislation that would prohibit the use of an existing at grade rail crossing as part of a heavy vehicle deviation route. However there may be practical design issues that may impact as to whether using the Armstrong Road rail

Potential Issue	Aurecon Comment for Further Investigation
	crossing is acceptable. Further work that would be required as part of any development of the next stage of pursuing the Wilson Route as a short term deviation route should include: • Review of ALCAM assessment of the level crossing • Consideration of short stacking room at the rail crossing • Road safety design audit
Intersection of Colac-Lavers Hill Road and Wilsons Route	Wilson's Street across Colac – Lavers Hill Road has a poor alignment and visibility. Careful road design will be required to ensure that this intersection upgrade is suitably designed, this may result in a relatively high cost upgrade.
Community Amenity Issues	Whilst traffic volumes indicate that currently Wilson Street, east of Colac-Lavers Hill Road, is already used by heavy vehicles (with typically over 200 vehicles per day surveyed), heavy vehicle traffic volumes west of Colac-Lavers Hill Road are currently low with approximately 10 vehicles per day surveyed. Significant increases in heavy vehicle movements on this section could significantly change the amenity and effective function of this street.

10 CRG Recommendations for Council Consideration

10.1 Preamble

The CRG, nominated to assist Aurecon and Colac Shire Council in the investigation into an appropriate Heavy Vehicle Deviation Route for Colac, were provided with draft copies of the Shortlist Report dated 2nd April 2012 within a scheduled CRG meeting held on the 17th April 2012.

Within this meeting, the CRG were instructed to review the report, and provide any comments / queries to Council with the intention that within the next CRG meeting a vote would be taken to either accept or not accept the findings and recommendations of the Aurecon report as listed within Section 0.

10.2 CRG Comments and Queries

In response to the provision of the Draft Shortlist Paper, Council received six formal responses or queries from CRG members prior to the following the meeting. These responses are summarised in Table 36.

Table 36 – CRG Written Responses

Response / Query / Issue	Aurecon Comment
Query: Delay Penalties	The delay penalties have been adopted to ensure that when considering the relative journey times between routes, there is some distinction between routes where trucks will predominately have right of way and will not have to stop and those where trucks may be subject to changes in speed and delays due to intersections. It should be noted that within this stage of the analysis, details of intersection treatments were not considered in any detail, therefore relatively low penalties were adopted. However, these were sufficient to differentiate between routes with many potential stops and those with few. The next stage of analysis will involve more detailed consideration of likely intersection features of each route and therefore delay penalties

Response / Query / Issue	Aurecon Comment
	See Technical Response 1 attached in Appendix E for further information
Query: Criteria Weighting Values	The criteria weighting values provides a mechanism that will allow the impact of a route on many different criteria to be assessed, but recognises that different criteria may have different relative influence in whether a particular route is viable or not. They also reflect that in some circumstances, negative impacts can be ameliorated to a certain extent by the introduction of mitigation measures. See Technical Response 2, attached in Appendix E for further information.
Comment: Lake Route Consultation with water users will be required	The Aurecon scope of services allows for a stakeholder engagement to be undertaken. If Council instruct Aurecon to further consider the Lake option then representatives of the water users can be included within the stakeholder workshops.
Comment: Short Term Route Against any short term route running through Council. Notes that Police say no problem with Murray Street.	Aurecon's report does not support further analysis of any route through Colac as part of this study but recommends consideration of four long term routes.
Comment: Long Term Routes Against the route across the lake unless on the far northern side lake.	Lake route: A corridor will be developed in conjunction with Council and VicRoad to provide some flexibility as to the location of any causeway.
Considers the southern option would not be suitable for truck	Southern Route: Any route that would use this corridor would need to be designed with cut and fill to provide gradients suitable for use by trucks.
North of the Lake considered to be a viable option, however recognises that this would not cater for southern truck traffic.	North of the Lake: This route on its own would not take southern truck traffic and a designated signed route may be required to ensure trucks to and from the south are using appropriate routes.
Comment: Rail Reserve – acknowledges that this is the most expensive but would support further investigation.	Rail Reserve: The viability of this option for provision of a long term heavy vehicle deviation route will depend on a number of matters, including cost but also the views of

Response / Query / Issue	Aurecon Comment
	PTV (Public Transport Victoria). Council have approached PTV and this will be discussed in the following section.
North of the Lake – supports further investigation and in particular the western end connection.	Noted
Lake Route – supports but suggests multiple corridor options or a wide corridor.	Noted – corridors will be developed with VicRoads and Colac Otway Shire Council
Inner Southern: maybe suitable for a short term route but concerned over proximity to housing as a long term solution	Noted
Outer Southern: Concern on its suitability given comments from transport representatives regarding usability of route due to topographical issues.	Southern Route: Any route that would use this corridor would need to be designed with cut and fill to provide gradients suitable for use by trucks.
Wilson Street: Agrees with Aurecon recommendation as the best short term option as already caters for trucks.	Aurecon's report does not support further analysis of the Wilson Street route as part of this study, but recommends consideration of four long term routes.
Options not supported in any manner: Options 4, 5, 6 and 10	Aurecon's report does not support further analysis of these routes as part of this study.

10.3 CRG Recommendations

A meeting with CRG was held on Tuesday 15th May 2012. The purpose of this meeting was to provide comment back to Council on the CRG's consolidated view in relation to the findings of the Aurecon report.

On the basis of the review of the Aurecon report, and discussions within the meeting, two recommendations were put forward:

Recommendation 1:

That five (5) long term routes be taken forward for consideration within the next stage of the Study. The routes for further consideration:

- Route 3 – Lake Route, as recommended within Aurecon report
- Route 2 – North of the Lake, as recommended within Aurecon report
- Route 8 – Outer Southern Route, as recommended within Aurecon report
- Route 7 – Inner Southern Route, as recommended within Aurecon report
- Route 1 – Railway Reserve Route – the CRG request that further analysis of this route should be undertaken in addition to the above routes.

Recommendation 2:

No further analysis of short term routes, including Wilson Street, should be undertaken as part of this Study.

However, Council should consider short term options to mitigate traffic issues on existing routes, including Murray Street.

Recommendations were voted on by all present members of the CRG. It should be noted that, neither Council officers, Councillors not formally part of the CRG or Aurecon voted. The findings of the vote are recorded below:

	For	Against	Comment
Recommendation 1	13	1	Carried
Recommendation 2	12	2	Carried

It is noted that the CRG is an advisory committee and that ultimately Council will need to make the decisions as to what routes should be considered further as part of this Aurecon study.

10.4 Comment on CRG Request that Rail Reserve Route be pursued

In relation to the request by the CRG that Route 1, the Rail Reserve Route, be pursued, it should be noted that the use of this route would need the support of PTV and will depend on its plans for the future use of the Colac line.

Consequently to provide Councillors with a realistic view of the value of pursuing this option, Colac Otway Council have undertaken preliminary discussions with PVT.

On the basis of these discussions we understand that PVT could not support the use of the rail reserve (as it stands), to accommodate a heavy vehicle truck route through Colac due to the following reasons:

- The current rail reserve is less than 20 metres in width through Colac;
- PVT would require a 6 metre buffer either side of the existing rail line;
- PVT would also wish to protect sufficient land so that should a second line be required through Colac in the future it is able to be accommodated. This protected land would need to be a minimum of 4.5m in width; and
- PVT had concerns regarding potential safety implications of parallel rail and heavy vehicle transport routes and the potential for road accidents to impact on the rail line.

Clearly, if this option is pursued further, then Council should be aware that the option would need to include the purchase of significant residential land that currently borders the rail line in order to be able to accommodate both PVT's clearance and future track requirements, and VicRoads minimum requirements for a heavy vehicle suitable route.

10.5 Amendment to the Lake Route

Aurecon has been advised that some of the details of the illustrated "theoretical" Lake Route shown to date have caused some contention with Councillors and the Colac Community, in particular, in relation to its proximity to the southern end of the town and the western connection through to the arterial road network.

As with all other routes, the next stage of the study would develop the "theoretical" Lake Route into a Lake Corridor which allows some flexibility to develop any final alignment should this Corridor be identified as the most viable solution.

However, in recognition of the importance of Lake Colac to the community and environment, a draft Corridor has been developed for the purpose of putting forward to Council for further consideration. It should be noted that this Corridor has been developed by Aurecon and Colac Shire Officers and will need to be confirmed as part of the formal Corridor development process.

The draft Lake Corridor submitted to Council as a recommendation for further study is indicated within Figure 5.

Figure 5 – The Lake Corridor

11 Final Recommendations & Next Steps

11.1 Recommendations

On the basis of the above, Aurecon would make the following recommendations to Colac Otway Council in regards to the next stage of the Colac Heavy Vehicle Deviation Study.

Recommendation 1:

The following routes should be considered within the next stage of the study:

- Route 3 – Lake Route (as a corridor)
- Route 2 – North of the Lake
- Route 8 – Outer Southern Route
- Route 7 – Inner Southern Route

The next stage of the process will be:

- Develop corridors for each route
- Community and Stakeholder Consultation on Corridors
- Final analysis and triple bottom line assessment to identify the most appropriate corridor.

Recommendation 2:

No further analysis of specific short term options should be pursued as part of this study.

However Council should consider commissioning work to identify and review short term mitigation measures that can help to alleviate issues associated with heavy vehicles on Murray Street, outside the heavy vehicle deviation study.

11.2 Next Steps

Develop Routes into Corridors

All previous assessments of the routes have been based on schematic lines on a plan. Further assessment will involve the development of these lines into corridors.

Corridors are swathes of land within which a road reserve can be accommodated allowing flexibility for the final road alignment. The corridors will generally follow the schematic lines identified from the previous stages of the assessment. The basic width of each corridor would be 100m. However, their width may vary per corridor and over sections of a corridor depending on the nature of the route.

The corridors will be developed between Aurecon, Colac Otway Shire Council and VicRoads.

Community Consultation

Community consultation will be run in the form of a single Open Day, although it is proposed to hold two community consultation sessions on this day. These sessions will discuss the short list process and describe the recommended four corridors that will be further assessed.

Due to the sensitivity of the Heavy Vehicle Deviation Route study within the community it is important that ample opportunity be provided to the community to provide feedback on the four shortlisted corridors in a constructive setting.

To do this, Aurecon recommends that each community session include a short formal presentation of the selection process and four shortlisted corridors, followed by an informal open floor discussion. The open floor discussions would be resourced by Council and Aurecon representatives, who would be available to speak with individual community members to answer their questions and listen to their concerns and feedback. This approach encourages contributions by all members of the community in a relaxed and non-adversarial forum.

Further to this, participants of the community consultation sessions will be provided feedback forms that will be collected at the completion of the community consultation session. Aurecon will review this information, and provide a summary of the comments within the final report.

Stakeholder Consultation

Stakeholders will be invited to join Stakeholder Focus Group Workshops to be held in Colac. Stake holders will be agreed with Council, but are anticipated to include:

- Department of Transport
- VicRoads
- Department of Sustainability and Environment
- CFA
- SES
- Police
- Any other service authorities Council deem relevant to the final corridors.

The purpose of the focus groups will be to discuss any issues associated with any of the shortlisted routes and identified corridors prior to completion of final analysis.

Final Analysis

The four final routes will be assessed considering a transport and triple bottom line criteria:

- Transport;
- Social;
- Environmental; and
- Economic.

A similar assessment process adopted in the identification of the short list routes will be adopted in the final assessment. However, the final assessment will be a more rigorous and detailed evaluation of the four corridors.

11.3 Time Line

Time lines for the remainder of the project have been dictated by the Council elections that will be held in October.

Figure 6 indicates the proposed time lines for completion of the next stages of the Colac Heavy Vehicle Deviation Route. It should be noted, that these timelines are subject to Council confirmation of routes for further analysis prior to Council entering the caretaker mode in the lead up to Council elections, and Council confirmation in relation to the Community Consultation dates.

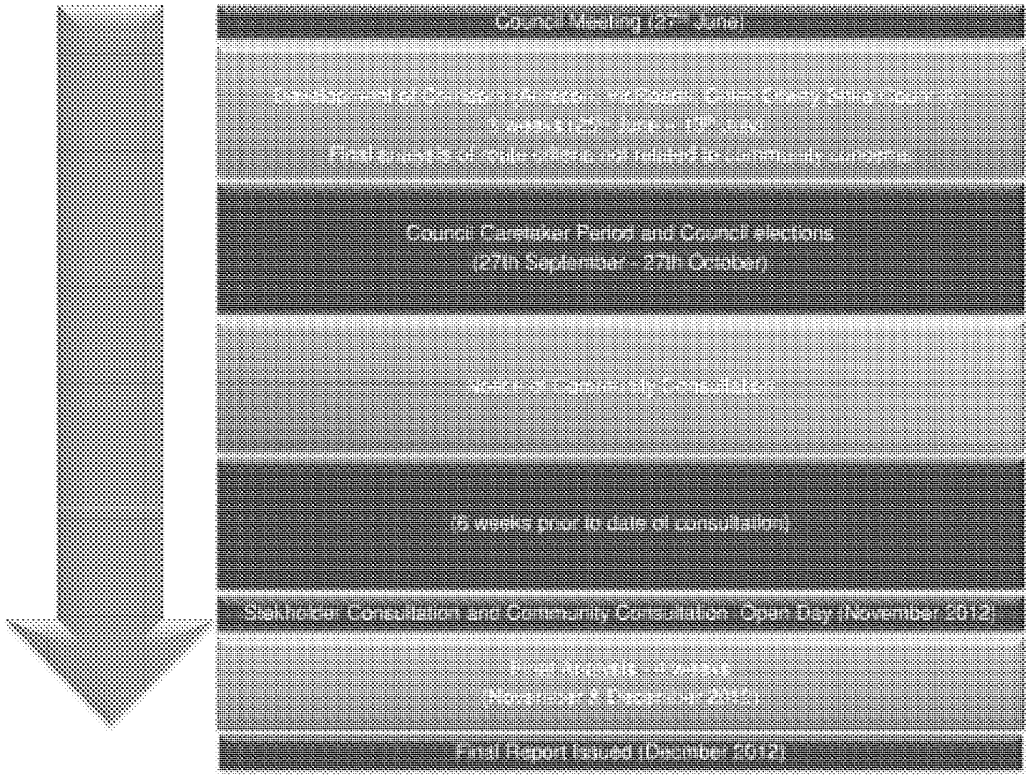


Figure 6 - Timeline

Short List Paper (SL) Appendices

SL Appendix A Community Reference Group Members

Chair

Cr Brian Crook

Councillors

Cr Frank Buchanan

Cr Geoff Higgins

Local Residents

Darryn Monaghan

John Betts

Simon Arundell

Murray Newcombe

Brian O'Donohue

David Parker

Michael Delahunty

Shane Howard

George Tucker

Mark Daffy

Representatives of the Transport Industry

Bulla Dairy Foods (TBC)

Karl McEwan, Whettenhalls Group

Mick Russell, Clearwater Logging and Transport

Council and VicRoads Members

Rob Small, CEO Colac Otway Shire

Neil Allen, Project manager – Infrastructure Colac Otway Shire

Doug McNeil – Planning Colac Otway Shire

Bob Scott - VicRoads

SL Appendix B Working Paper 1 - Identification of 10 Routes for Investigation

Colac Heavy Vehicle Deviation Route

Identification of 10 Routes for Investigation

1. Introduction

Aurecon has been commissioned to identify and assess potential heavy vehicle deviation routes for Colac. The objective of any heavy vehicle deviation route will be to remove heavy vehicle traffic from Murray Street in the CBD. Routes may be suitable as long or short term options to achieve the objective.

This paper has been prepared to document the process of obtaining 10 routes for analysis as part of the project.

2. Methodology

To identify the 10 routes for analysis the following process has been undertaken:

1. Work with the project Community Reference Group to identify potential heavy vehicle deviation routes
2. Undertake a high level analysis of each route to assess the viability of each routes
3. Recommend up to 10 routes for further analysis.

3. Assessment Process

3.1. Identification of Routes

Aurecon met with the Community Reference Group (CRG) in July 2011.

As part of this meeting the CRG undertook an exercise to identify potential routes for a heavy vehicle deviation route.

The group was split into three separate mini groups each of which included a Councillor and / or Council officer and general public members of the CRG committee. It should be noted that Aurecon facilitated the exercise but did not participate in the development of any particular route so as to maintain our independent status for assessment of routes.

Each group was requested to identify up to 10 routes and that their routes should include the following:

- At least one route to the north of the lake
- At least one route that crossed the lake
- At least one route within the town
- At least one route that would bypass the town to the south

A total of 40 routes including variations were identified and these are indicated in Appendix A.

A second reference group was held in September 2011 to discuss the routes identified previously. This meeting identified the need to provide for short term options as well as long term bypass options and clearer delineation of potential routes recommended.

3.2. Assessment of Routes

To take the 40 routes identified by the CRG down to 10 routes for analysis a basic matrix assessment was undertaken. The matrix assessment allowed each route to be scored on the basis of a number of criteria and compared against each other. For the purpose of this exercise a simple matrix was adopted that could consider four categories of impact. It should be noted that at this stage of the assessment each of the categories have been provided with equal weighting. The four categories considered were:

- Transport Efficiency
- Social impacts
- Environmental impacts
- Potential costs

Each of the four categories were given two criteria for analysis as indicated within Figure 1.

Figure 1: Graphical representation of scoring categories

A scoring system was set up for each criteria. For the purpose of this analysis a 4 point scoring system was adopted where the higher the score the better the route was in that criteria.

The original scoring definitions were presented to the CRG in a meeting held in September 2011. Feedback was received by the Aurecon team from the CRG and the scoring amended to reflect this feedback.

In addition, matrix scoring definitions evolved as routes were scored to ensure that a range of results for each criteria were achieved.

Table 1 below provides the original and final scoring parameters for the Transport Efficiency Category. A full list of the final scoring parameters for each category can be seen in Appendix B.

Table 1: Example of the Scoring Definition

Category	Criteria	Score	Original Score Definition	Final Score Definition
Transport Efficiency	**Access for Industrial Uses**	4	Route passes within 1km of all industrial zones in Colac	Route passes within 1km of all industrial zones in Colac
		3	Route passes within 1km of majority of industrial zones in Colac	Route passes within 2km of all industrial zones in Colac
		2	Route passes within 1km of less than half of industrial zones in Colac	Route passes within 3km of all industrial zones in Colac
		1	Route does not pass within 1km of any significant industrial areas of Colac	Route does not pass within 3km of all industrial zones in Colac

Category	Criteria	Score	Original Score Definition	Final Score Definition
Transport Efficiency	Impact on Through Freight Movements	4	100% of new route designed primarily for through traffic	100% of new route designed primarily for through traffic at high speeds and will cater for east-west and east/west-south traffic
		3	Routes comprises existing high speed arterial routes	Route comprises high speed arterial routes but only caters for east west traffic
		2	Route limited to existing arterial routes including lower speed routes	Route limited to existing arterial routes including lower speed routes
		1	Route uses non arterial routes	Route uses non arterial routes and passes through areas where speeds must also accommodate pedestrian and community activity

In addition to reviewing the original scoring parameters the CRG was also asked to undertake the scoring exercise for the 40 routes in terms of the safety and amenity criteria of the social impact.

All other criteria were scored in line with the appropriate scoring definitions by Aurecon.

3.3. Matrix Results

The full Matrix results are set out within Appendix C and a summary table showing the total score for each route is set out in Table 2 below.

The ten routes that generated the highest scores in the matrix are illustrated in Figure 1.

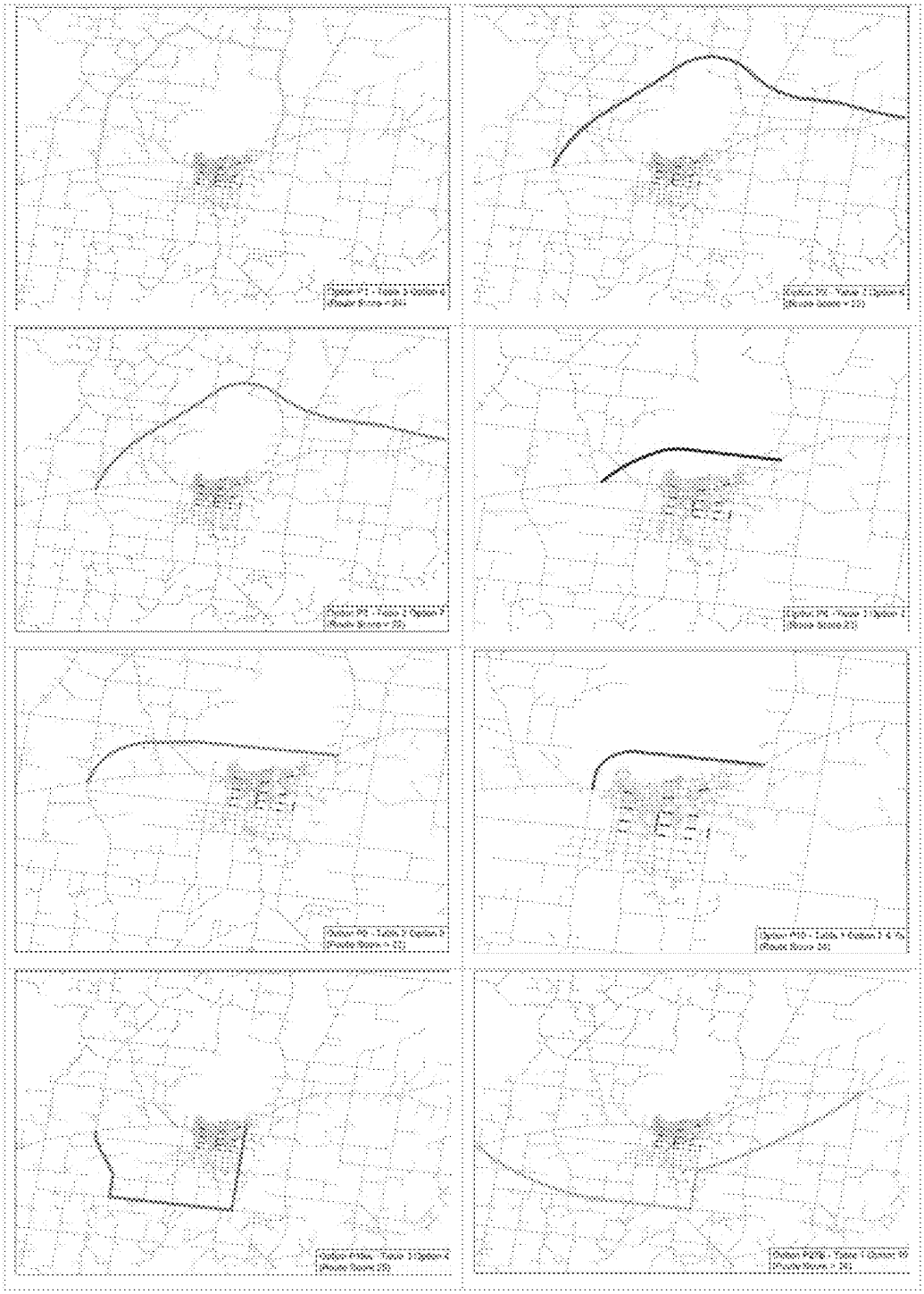
Table 2: Total Matrix Score for Routes Identified within the first CRG Meeting

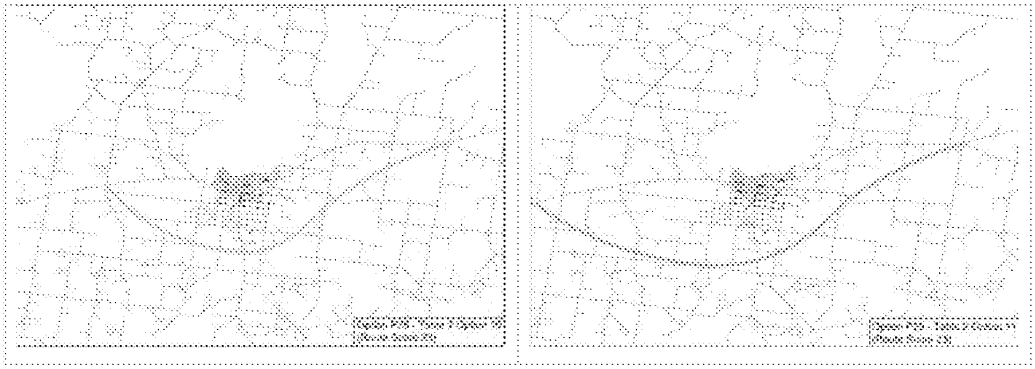
[illegible]	[illegible]	[illegible]
North of Lake Colac		
P1	Purple Dashed	24
P2	Light Blue Solid & Purple Solid	22
P3	Light Blue Solid , Light Blue Dashed, Purple Solid	22
P4	Aqua Green Solid	20
Across Lake Colac		
P5	Light Blue Solid, Purple Solid	21
P6	Solid Red	20
P7	Yellow Dashed	20
P8	Dark Red Dashed	23
P9	Orange Dashed	22
P10	Dark Green Solid	24

P11	Mid Green Solid	17
South of Lake Colac North of Murray Street		
P12	Khaki Solid	16
Includes use of Murray Street		
P13	Brown Solid	16
P14	Light Purple Solid	16
South of Murray Street		
P15	Light Green Solid	16
P16	Maroon	16
P17	Light Blue Solid	15
P18A	Light Spring Green Solid	16
P18B	Light Spring Green Solid	17
P18C	Light Spring Green Solid	21
P18D	Light Spring Green Solid	21
P19A	Magenta Dashed	25
P19B	Magenta Dashed	16
P19C	Magenta Dashed	17
P19D	Magenta Dashed	20
P20	Orange Solid Red Solid	16
P21A	Salmon Pink Solid Dark Blue Solid	16
P21B	Salmon Pink Solid Dark Blue Solid	19
P21C	Salmon Pink Solid Dark Blue Solid	19
P22	Light Blue Dashed, Light Green Dashed, Red Solid	20
P23	Light Pink Solid	20
P24	Light Green Solid	21
P25	Dark Blue Solid	21
P26	Lime Green Dash	21
Holmechase Road and South		
P27A	Magenta Solid	21
P27B	Magenta Solid	24
P28	Dark Green Dash, Beige Dash	23
P29	Beige Dashed	23
P30	Purple Dashed, Blue Dashed, Purple Dashed	15
Existing Route		
P31	Grey	18

The top ten scoring routes are attached in Appendix D and are set out in reduced size format in Table 3 below.

Figure 1: Deviation Routes that obtained the highest matrix score





4. Recommended Matrix Routes for Further Analysis

Whilst 10 routes have been identified with scores of 22 points and over (shown in Figure 1 above) a number of these routes are similar and in practice could fall within the same ultimate corridor alignment. Taking this into account it is considered that to provide better value for money within the study, routes that would ultimately be located in different corridors should be considered for further investigation.

Table 3: Recommendations for further study from top ten scoring routes

Preliminary First Cut Route (Top Ten Scoring Routes)	Comment	Recommendation for Further Analysis
Option P1	Route runs to the north of the lake using existing routes and has few similarities with other of the top scoring routes	Further analysis
Option P2	Similar route options which would be likely to be in the same corridor alignment and both achieved a score of 22	Further analysis
Option P3		No further analysis
Option P8	Options incorporate elements of each other and could be included within a single corridor. P8 achieved a score of 23, P9 achieved a score of 22 and P10 a score of 24	No further analysis
Option P9		No further analysis
Option P10		Further analysis
Option P19A	Route runs to the south of the town using existing routes	Further analysis
Option P27B	Route incorporates characteristics of P19A and P29.	No further analysis
Option P28	Similar routes which would be likely to fall within a single corridor alignment and both achieved a score of 23	No further analysis
Option P29		Further analysis

Therefore from the top 10 scoring results Aurecon recommends five routes for further analysis.

Out of the remaining routes, seven achieved a score of 21 points which would rank them just outside the top ten scoring routes (refer to Figure 2). These routes have been analysed in a similar way to the top 10 routes to identify any considered appropriate for further analysis.

Figure 2: Deviation Routes that obtained a score of 21 points within the matrix

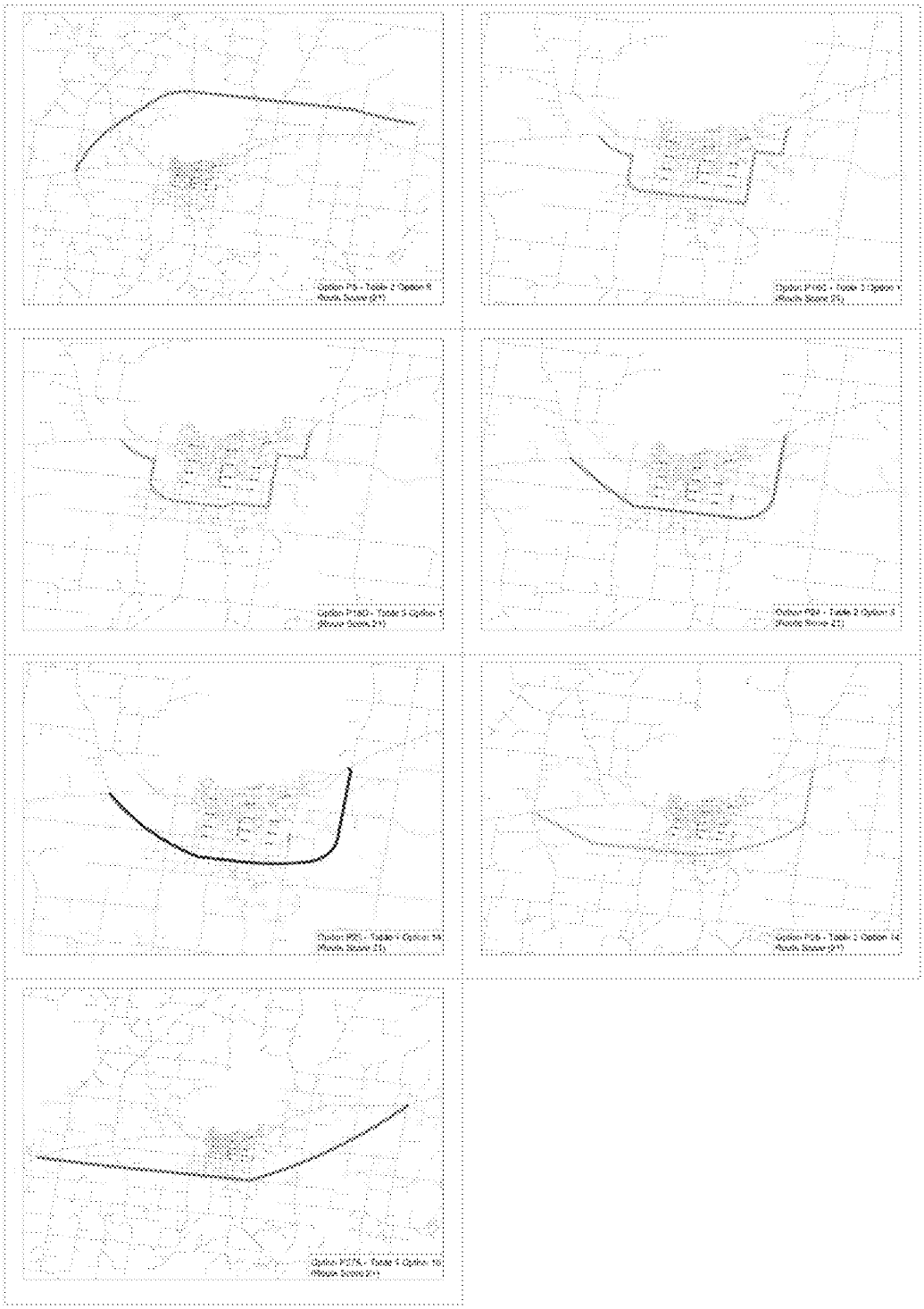


Table 3: Recommendations for further study from routes scoring 21 points within the matrix

Preliminary First Cut Route (Routes Scoring 21 Points)	Comment	Recommendation for Further Analysis
Option P5	Route crosses lake similar to Routes P8 to P10 but would require greater deviation for Colac vehicles therefore unlikely to be as attractive as other lake crossing options	No further analysis
Option P18C	Similar routes and likely to be within the same corridor should they be shortlisted as one of the final four routes	Further analysis
Option P18D		No further analysis
Option P24	Similar routes and likely to be within the same corridor should they be shortlisted as one of the final four routes. P24 incorporates elements of P18C.	No further analysis
Option P25		Further analysis
Option P26	Routes have similar characteristics	Further analysis
Option P27A		No further analysis

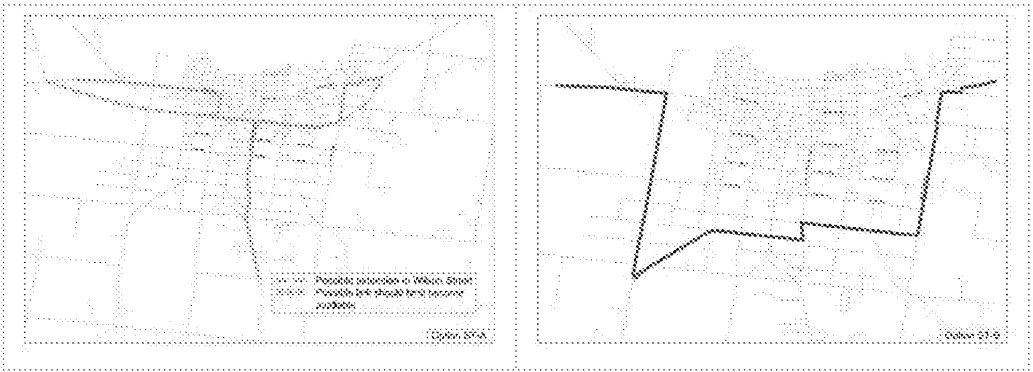
From the above, three of the routes scoring 21 points are recommended for analysis. This produces 8 routes for further analysis.

5. Short Term Options

As stated previously the second CRG meeting vocalised the need to identify additional short term options to take heavy vehicles out of Murray Street but not necessarily out of the town. In response to this site investigations were undertaken by Council officers, the CRG chairman and CRG members involved in the transport industry.

These routes are shown in Appendix E and in Figure 3 below.

Figure 3: Additional Short Term Options



Aurecon have reviewed the four short term options indicated in Figure 3 and comment as follows under the assumption that at least one short term options should be considered in any further analysis.

Short Term Option A – Wilson Street / Armstrong Street
This route follows the length of Wilson Street with connections to the Princes Highway along Armstrong Street to the west of the town and Forest Street to the east of the town. It will cater for both east – west links and the traffic to the south with relatively little deviation. In addition it is relatively accessible for heavy vehicle movements generated by industrial uses located in Colac.

This route has significant strengths in that it already has relatively high volumes of truck traffic at its eastern end. The route also has the potential to be extended to the west to link up with Deans Creek Road as the town grows. Furthermore should in the future land become available at the eastern end this could provide a cleaner alignment between Princes Highway and Wilsons Street, however it should be noted that this would be determined by future business demands in the area rather than led by Council.

Advice has been received from a transport industry representative, that with some modifications to the intersections of Wilson Street / Gravesend Street, Wilson Street / Armstrong Street and Armstrong Street / Murray Street that this would most likely be the most direct route for truck drivers as an interim solution.

Further investigation – recommended

Short Term Option B – Forest Street / Aireys Street / Irrewillipie Road
This route uses Deans Creek Road, Irrewillipie Road, Wilsons Street and Forest Street to bypass the town. However this would result in east west through traffic having to undertake a significant deviation from the current route and as such may not be as effective in removing through traffic from Murray Street as other Wilson Street options.

Further investigation – not recommended

Short Term Option C – Forest Street / Aireys Street / Gravesend Street / Wilson Street / Armstrong Street
This route uses Armstrong Road, Colac Lavers Hill Road, Wilsons Street and Forest Street to bypass the town. However, like Option B this would result in east west through traffic having to undertake a significant deviation from the current route and as such may not be as effective in removing through traffic from Murray Street as other Wilson Street options.

Further investigation – not recommended

Short Term Option D – Pollack Street / Armstrong Street / Wilson Street
This route would use Pollack Street, Ligar Street and Armstrong Street to bypass Murray Street to the north with a connection along Armstrong Street and Wilson Street to provide connection to Colac Lavers Hill Road and the south.

The deviation for east-west traffic is less than either Option B or Option C, however this may not be as attractive for southern trips or indeed heavy vehicles generated by the main industrial areas to the east of the town. A variation that includes a direct connection may provide a better solution

Further investigation – recommended

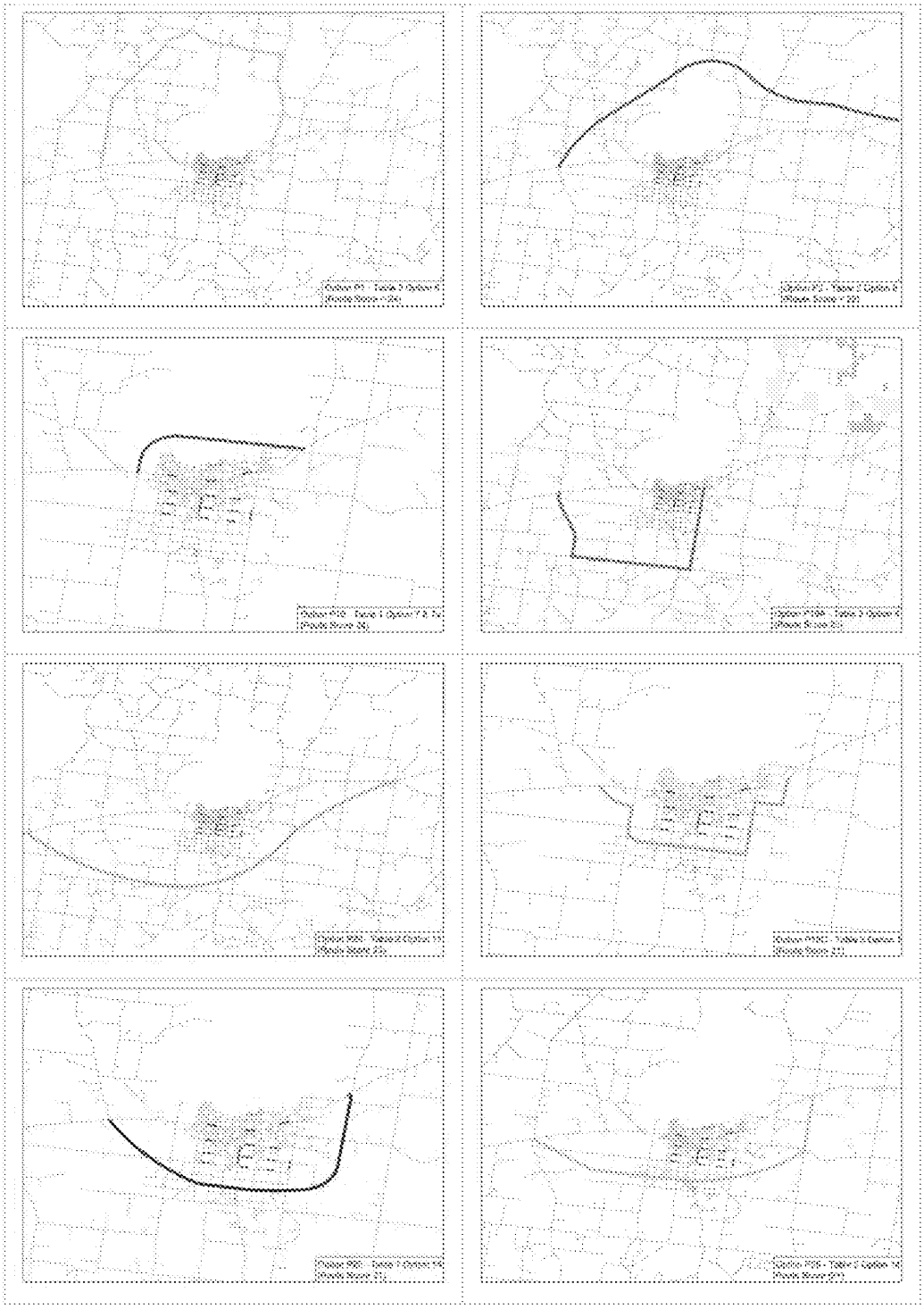
6. Final Recommendation

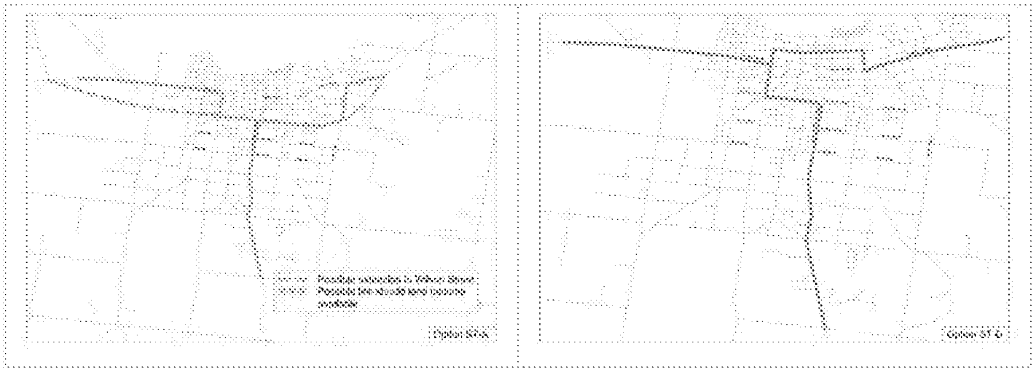
On the basis of the above, ten routes summarised in Table 6 and shown in Figure 4 are recommended for further analysis.

Table 4: Recommended Routes for Further Investigation

Option P1 (Larpent Road/Coragulac-Beeac Road/ Ondit Warrion Road/ Colac-Ballarat Road)	Option P18C (Deans Creek Road/Pound Road/Aireys Road/Forest Street/Colac – Forest Street/Princess Highway)
Option P2 (Larpent Road/new carriageway to the north of the Lake/Aireys Reservoir Road)	Option P25 (Corangamite Lake Road/new carriageway to Irrewillipe Road/ new carriageway to Drapers Road)
Option P10 (Deans Creek Road/new carriageway across the Lake/Princess Highway)	Option P26 (Larpent Road/new carriageway to Neale Street/ Irrewillipe Road/new carriageway to Warrowie Road)
Option P19A (Larpent Road/Monkton Estate Road/Forest Street)	Short Term Option A (Wilson St / Armstrong St)
Option P29 (New route to the south that within the vicinity of Skinners Road)	Short Term Option D (Pollack St / Wilson St / Armstrong St)

Figure 4: Recommended Routes for Further Investigation





7. Going Forward

7.1. Route Investigation Approval

The Aurecon recommendations for further analysis will be presented to the CRG at a dedicated meeting.

The CRG will be given the opportunity to accept the 10 routes at the presentation or if required provide feedback either in a group or separately to Council officers.

The project steering group (PSG), comprising of Council officers, will then consider the Aurecon recommendations and any comments provided by the CRG. The PSG will then make the final decision and advise Aurecon of 10 routes for further consideration.

7.2. Assessment of Routes

The investigation of the ten routes will comprise a high level but more extensive desktop analysis than undertaken to date. Each route will be assessed in terms of its impact on economic, environmental, social and transport efficiency issues.

At this stage the following criteria are anticipated to be relevant for assessment, however it should be noted that in the course of undertaking the economic, environmental, social and transport analysis of the proposed routes some criteria may require amendments to provide more differentiation between routes.

In addition it is noted that as part of this assessment each route will be identified as potential interim or long term solutions. However this will not contribute to the scoring of routes.

Economic Assessment

The economic assessment of the ten routes will comprise three categories that will look at land acquisition and potential cost impacts.

Land Acquisition

It is anticipated that an assessment of the costs associated with land acquisition will be undertaken by Council as part of the next stage of the process.

However to provide some guide as to the level of these costs the assessment of potential land acquisition costs will be reflected within the matrix on a broad level such as – no land acquisition requirements, small land acquisition and large acquisition requirements. The specific criteria parameters will evolve as part of the matrix assessment process.

Major Cost Implications

To assess major cost implications the assessment will review each route and identify likely requirements for new roads.

Each route will be sectioned and categorised as to whether it will be rural or urban in nature and likely new intersection requirements or upgrades will be identified. Broad based costs will then be developed based on industry standard costs that will be agreed with Council and VicRoads prior to finalising this component of the study.

Mitigation Costs

As with the previous assessment it is proposed that a broad analysis of mitigation costs will be incorporated into the assessment matrix.

Environmental Assessment

The environmental assessment of the ten routes will comprise an assessment of the impact of the route on flora and fauna, environmentally significant areas and cultural heritage (aboriginal sites).

Flora and Fauna

Flora and fauna is an important consideration in assessing potential routes. Each route will be assessed for the presence of Ecological Vegetation Classes within the study and consideration given to the bioregion(s) of the routes. In addition it is anticipated that further differentiation between routes will be achieved with reference to experience as to typical environments within a bioregion that may be more attractive; these could include urban development, likely flora and fauna corridors and uncultivated areas of landscape.

Zone and Overlay Provisions

Environmental issues associated with zoning and overlays as undertaken previously will be reviewed and included within the assessment. This will consider environmental overlays, heritage overlays and other zoning pertinent to environmental sensitivity.

Areas of Cultural Heritage Sensitivity

Areas of cultural heritage are areas which may hold or have held a significance for aboriginal populations and will be identified using Department of Planning and Community Development tools.

Social Assessment

The social assessment considers the impact on the route on populations. Four criteria will be considered within this category:

- Community impacts, including air pollution, light spill, noise, community severance
- Proximity to sensitive community facilities such as schools
- Landscape amenity
- Property severance

Community Impacts

Heavy vehicle movements can have a range of impacts on communities, including noise, light spill, pedestrian amenity and safety. Generally impact on the community is highest where populations are denser. Therefore for the purpose of this assessment this criterion will consider density of residential dwellings and community facilities to assess the relative impact of the development.

Impacts on Schools

Experience has shown that communities have grave concerns about the impact of heavy vehicles around schools, particularly primary schools. This has been considered previously as part of the social impact but will be considered as a separate entity within this component of the study.

Landscape Amenity

Consideration will be given to areas considered to have important visual amenity. At this stage of the assessment small localised visual impacts will not be considered.

Property Severance

The construction of new roads within rural areas can cause property severance, which in turn can have an impact on farming activities such as stock movements and crop management.

Using aerial photography each route will be investigated to identify potential property severance in the area. Advice will also be sought from Council officers in relation to property boundaries.

Transport Assessment

The transport assessment of this will consider the physical aspects of each route on transport operators namely distance and route efficiency and the relative effectiveness of each route to deviate traffic from Murray Street.

It is noted that this assessment will consider the impact on the following major truck journeys:

- Through movements on Princes Highway
- Through movements Princes Highway east to / from south
- Through movements Princes Highway west to / from south
- Colac generated truck movements Princes Highway east
- Colac generated truck movements Princes Highway west
- Colac generated truck movements to / from south

For the purpose of analysis vehicle estimates will assume an assessment year of 2030 unless otherwise advised by Council.

Journey Distance

Journey distance is a key criterion in any individual's route choice decision making – a longer journey may take longer in time and could have a cost implication through both man hours and fuel costs. Journey distances for each route will take into account anticipated vehicle mileage travelled per route and will therefore reflect the attractiveness of the route for various types of truck journey.

Route Efficiency

Whilst some routes will be longer than others it is anticipated that they may be quicker to travel as a result of higher speeds and fewer stopping points. Therefore to assess this Aurecon will compare potential journey times assuming anticipated road speeds and penalties for different types of journey delay.

Traffic Deviation

Given that Murray Street is part of the arterial network and contains uses that in themselves will require heavy vehicle access it would be difficult to force all heavy vehicles (particularly those smaller vehicles such as rigid vans etc) to use any alternative route if it is not as attractive as the existing Murray Street route. An assessment of the likely percentage of heavy vehicle trips that will divert from Murray Street will be undertaken. For the purpose of this assessment it will be assumed that journey distance and journey time will dictate whether a truck will divert.

Matrix Assessment

The results of this matrix assessment will be submitted to the PSG and CRG for discussion. Based upon the Aurecon recommendations and any additional CRG comments the PSG will identify a short list of four routes that will form the final stage of the project.

Appendices

Appendix A
Routes Identified by CRG

ROUTES IDENTIFIED BY MORE THAN ONE TABLE
TABLE 1 (OPT 1)
TABLE 1 (OPT 2)
TABLE 1 (OPT 3)
TABLE 1 (OPT 4)
TABLE 1 (OPT 5)
TABLE 1 (OPT 6), TABLE 2 (OPT 1)
TABLE 1 (OPT 7 & 7a)
TABLE 1 (OPT 8)
TABLE 1 (OPT 9)
TABLE 1 (OPT 10)
TABLE 2 (OPT 2)
TABLE 2 (OPT 3)
TABLE 2 (OPT 4)
TABLE 2 (OPT 5)
TABLE 2 (OPT 6)
TABLE 2 (OPT 7)
TABLE 2 (OPT 8)
TABLE 2 (OPT 9)
TABLE 2 (OPT 10)
TABLE 2 (OPT 11)
TABLE 2 (OPT 12)
TABLE 2 (OPT 13)
TABLE 2 (OPT 14)
TABLE 3 (OPT 1)
TABLE 3 (OPT 2)
TABLE 3 (OPT 3)
TABLE 3 (OPT 4)
TABLE 3 (OPT 5)
TABLE 3 (OPT 6)
WARNCOORT
DNO T
N

Appendix B
Route Scoring Parameters

Scoring Sheet

Transport Efficiency	Access for Industrial Uses	Route passes within 1km of all industrial zones in Colac	4
		Route posses within 2km of all industrial areas in Colac	3
		Route passes within 3km of all industrial areas in Colac	2
		Route does not pass within 3km of any significant industrial areas of Colac	1
	Impact on Through Freight Journey Times	100% new route designed primarily for through traffic at high speeds & will cater for east - west and colac - south routes	4
		Route comprises high speed arterial routes but only caters for east west traffic	3
		Route limited to existing arterial route including lower speed routes	2
		Route uses non arterial routes and passess through areas where speeds must also accommodate pedestrian and community activity	1
Social	Safety & Amenity Concerns	Route is located at least 1km clear of all significant (50+ dwellings) populations	4
		Route is located at least 400m (5mins walk) clear all high sensitive uses such as schools, activity centres and playgrounds	3
		Route is located within 400m of high sensitive uses such as schools, activity centres, playgrounds	2
		Route passes adjacent to any high sensitive uses	1
	Severance Impacts	Route passes clear of Colac township as shown planning	4
		Irrewillipe Road to all residential zones to south	3
		Between Lake and Irrewillipe Road excluding CBD	2
		Route passes within the CBD boundary	1
Environmental	Natural Habitat	Route uses existing roads and is unlikely to impact flora and fauna corridors	4
		Route passes through farmland but generally not through a built up area or uses existing roads that may require widening	3
		Route will pass over Public Conservation Zone or VSO or ESO area	2
		Rare or Threatened Flora and Fauna identified along the route	1
	Heritage	Route runs clear of all identified HOA	4
		Route runs through one or adjacent to one or more heritage overlay areas	3
		Route runs through two Heritage Overlay Areas	2
		Route runs through more than three Heritage Overlay Areas	1
Cost	Infrastructure Costs	Minimal instrastructure upgrade	4
		Intersection upgrades anticipated / road widening likely / new carriageway <5 km in length	3
		New road construction less than 5-10k in length - no lake crossing required	2
		New road construction over >10km in length and/or lake crossing required	1
	Amenity Mitigation Costs	Existing arterial route no major amenity mitigation costs anticiapted	4
		New route through pasture amenity mitigation costs likely to be low - stock underpasses etc	3
		Existing arterial route but amelioration measures anticipated to address concern	2
		Major amenity mitigation costs likely to be high to address issues such as community severance and noise impact on significant residential areas residential dwellings <10	1

Appendix C
Route Score Results

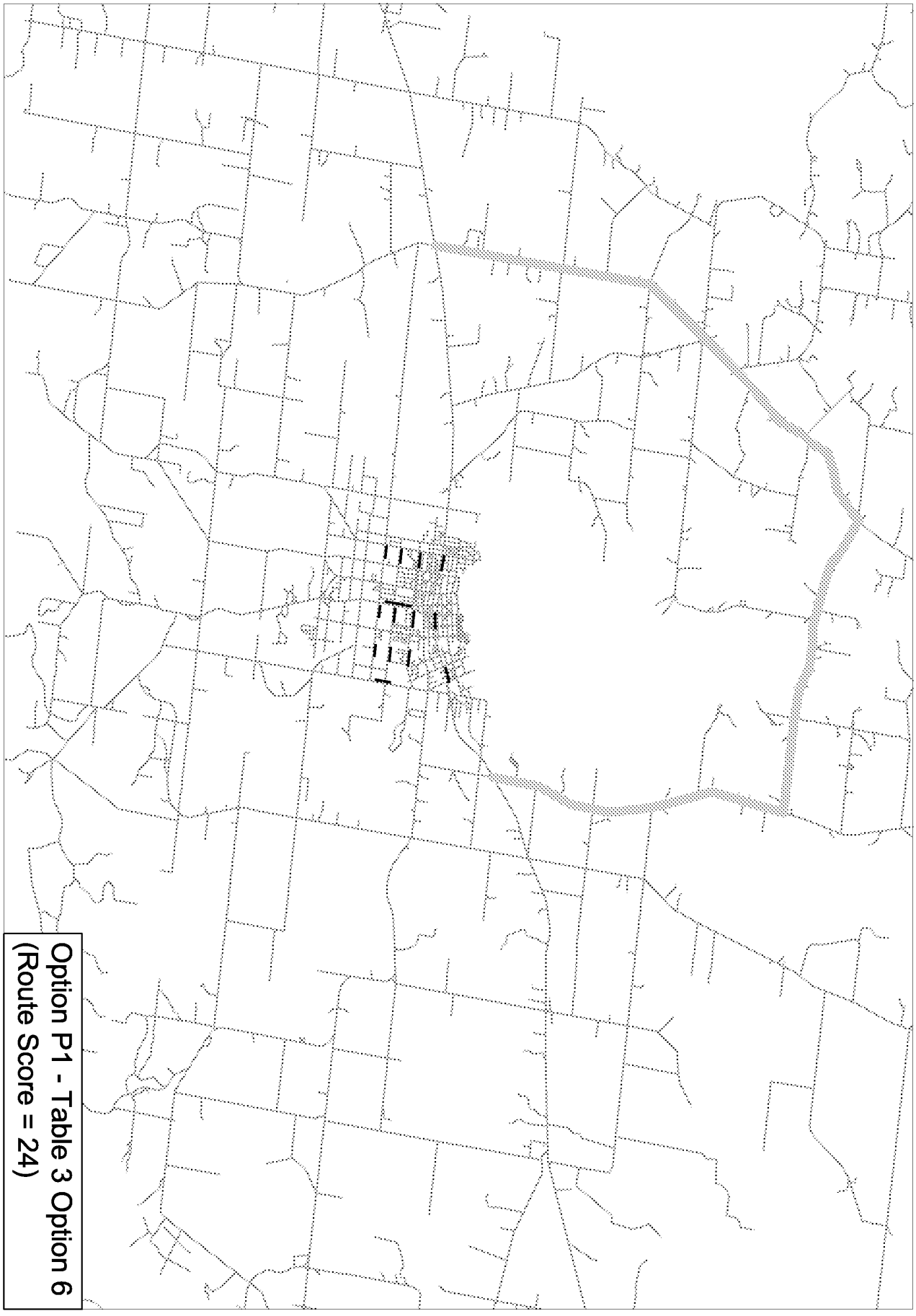
Preliminary Route Analysis Matrix

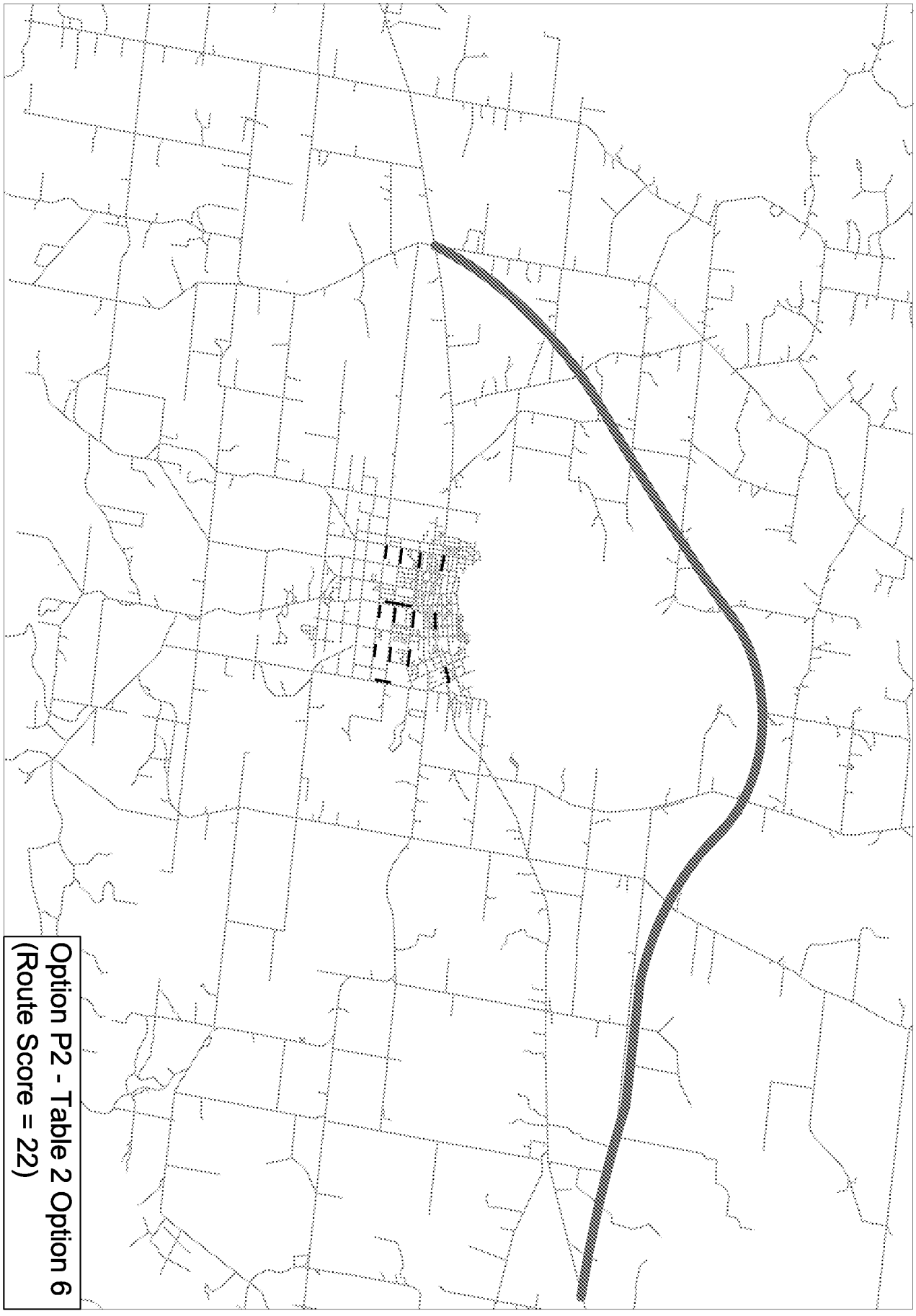
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
North of Lake Colac										
P1	Purple Dashed	2	2	4	4	3	2	3	4	24
P2	Light Blue Solid & Purple Solid	1	3	4	4	2	4	1	3	22
P3	Light Blue Solid , Light Blue Dashed, Purple Solid	1	3	4	4	2	4	1	3	22
P4	Aqua Green Solid	1	3	4	4	2	2	1	3	20
Across Lake Colac										
P5	Light Blue Solid, Purple Solid	1	3	4	4	2	3	1	3	21
P6	Solid Red	1	3	4	4	2	2	1	3	20
P7	Yellow Dashed	1	3	4	4	2	2	1	3	20
P8	Dark Red Dashed	2	3	4	4	2	4	1	3	23
P9	Orange Dashed	2	3	4	4	2	3	1	3	22
P10	Dark Green Solid	3	3	4	4	2	4	1	3	24
P11	Mid Green Solid	3	3	1	1	2	3	1	3	17
South of Lake Colac North of Murray Street										
P12	Khaki Solid	4	1	1	1	4	1	3	1	16
Includes use of Murray Street										
P13	Brown Solid	4	1	1	1	4	1	3	1	16
P14	Light Purple Solid	4	1	1	1	4	1	3	1	16
South of Murray Street										
P15	Light Green Solid	4	1	1	1	2	3	3	1	16
P16	Maroon	4	1	1	1	2	3	3	1	16
P17	Light Blue Solid	4	1	1	1	2	2	3	1	15
P18A	Light Spring Green Solid	4	1	1	1	2	3	3	1	16
P18B	Light Spring Green Solid	4	1	1	2	2	3	3	1	17
P18C	Light Spring Green Solid	4	2	3	2	2	4	3	1	21
P18D	Light Spring Green Solid	4	2	3	2	2	4	3	1	21
P19A	Magenta Dashed	4	2	4	2	3	4	3	3	25
P19B	Magenta Dashed	4	1	1	2	3	1	3	1	16
P19C	Magenta Dashed	4	1	1	2	3	2	3	1	17
P19D	Magenta Dashed	4	1	3	2	3	3	3	1	20
P20	Orange Soild Red Solid	4	1	1	2	2	3	2	1	16

Preliminary Route Analysis Matrix

P21A	Salmon Pink Solid Dark Blue Solid	4	1	1	2	2	3	2	1	16
P21B	Salmon Pink Solid Dark Blue Solid	4	2	3	2	2	3	2	1	19
P21C	Salmon Pink Solid Dark Blue Solid	4	2	3	2	2	3	2	1	19
P22	Light Blue Dashed, Light Green Dashed, Red Solid	4	2	3	2	2	4	2	1	20
P23	Light Pink Solid	4	2	3	2	2	4	2	1	20
P24	Light Green Solid	4	2	3	2	2	4	3	1	21
P25	Dark Blue Solid	4	2	3	2	2	4	3	1	21
P26	Lime Green Dash	4	2	3	3	2	4	2	1	21
Holmechase Road and South										
P27A	Magenta Solid	2	4	3	4	2	3	1	2	21
P27B	Magenta Solid	2	4	4	4	2	4	1	3	24
P28	Dark Green Dash, Beige Dash	1	4	4	4	2	4	1	3	23
P29	Beige Dashed	1	4	4	4	2	4	1	3	23
P30	Purple Dashed, Blue Dashed, Purple Dashed	4	1	1	2	4	1	1	1	15
Existing Route										
P31	Grey	4	1	1	1	4	1	4	2	18

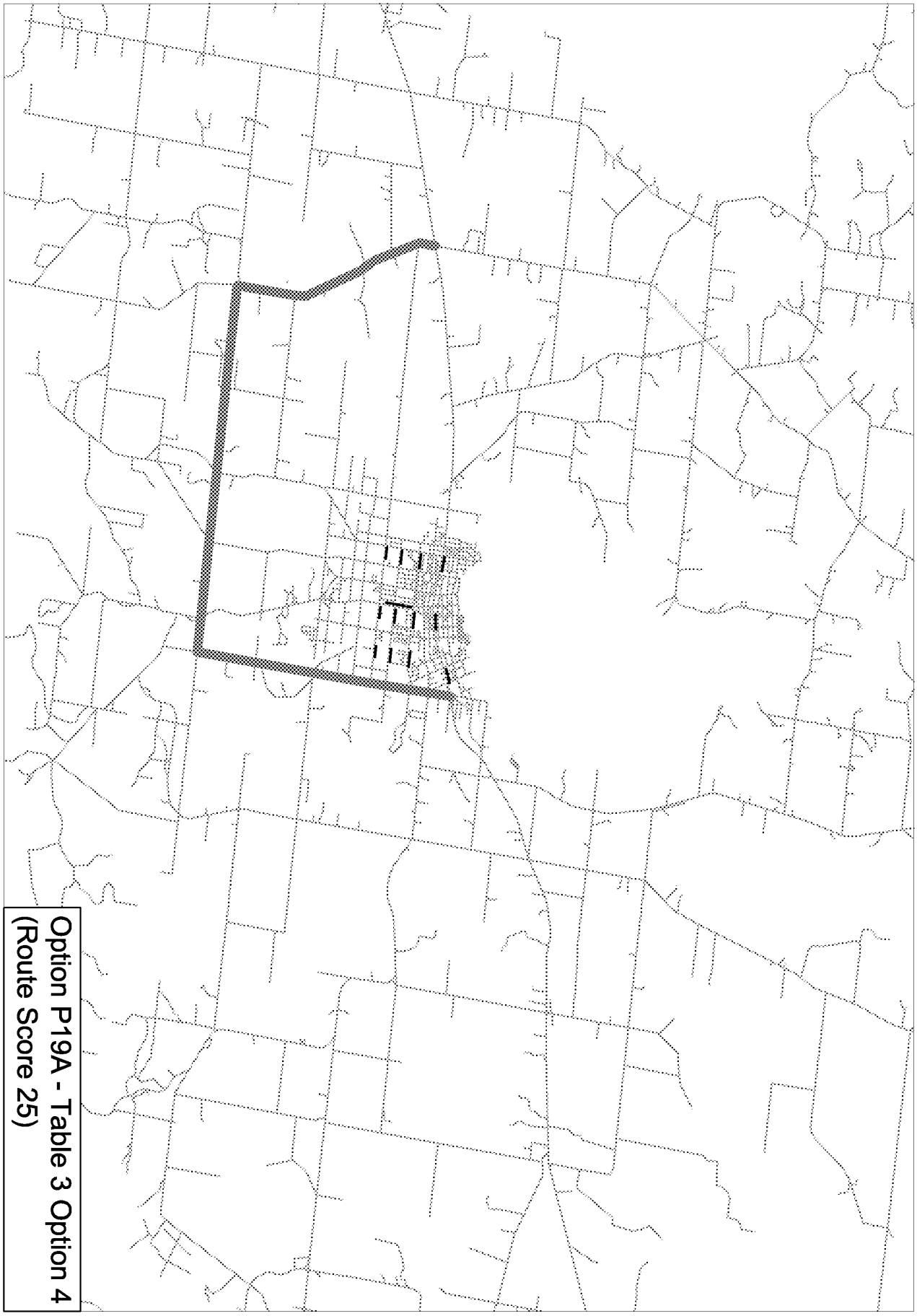
Appendix D
Top Ten Routes


Option P1 - Table 3 Option 6
(Route Score = 24)


Option P2 - Table 2 Option 6
(Route Score = 22)

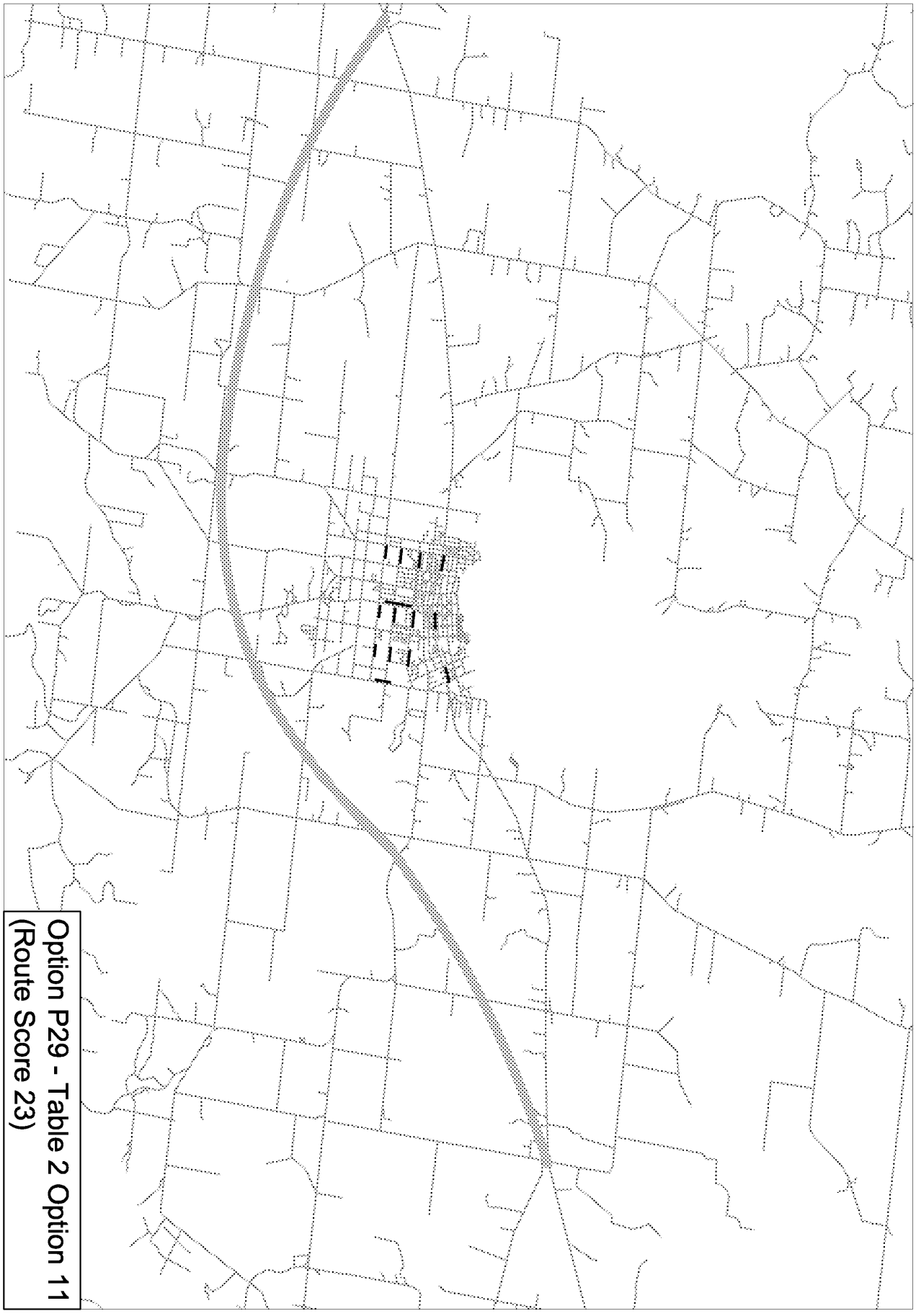
Option P10 - Table 1 Option 7 & 7a
(Route Score 24)

Option P18C - Table 3 Option 1
(Route Score 21)


Option P19A - Table 3 Option 4
(Route Score 25)

Option P25 - Table 1 Option 14
(Route Score 21)

Option P26 - Table 2 Option 14
Route Score (21)


Option P29 - Table 2 Option 11
(Route Score 23)

Option ST-A
Possible extension to Wilson Street
Possible link should land become available

POUND ROAD
HEARN STREET
WILSON STREET
MURRAY STREET
COLAC-LAVERS HILL ROAD
POUND ROAD
HEARN STREET
WILSON STREET
MURRAY STREET
POUND ROAD
HEARN STREET
WILSON STREET
MURRAY STREET
FOREST STREET
Option ST-D

Appendix E
Additional Wilson Street Routes

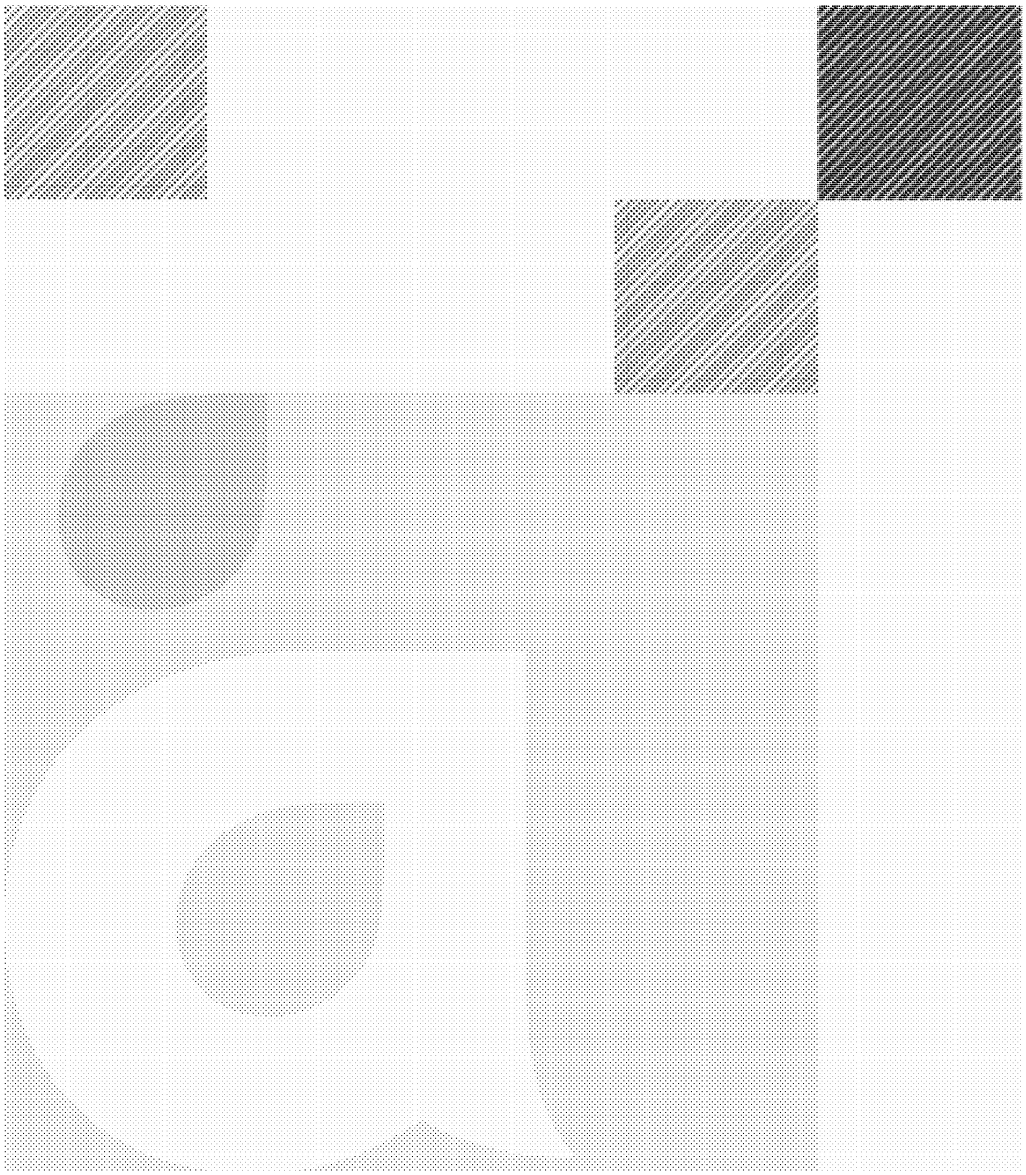
Option ST-A
Possible extension to Wilson Street
Possible link should land become available

POUND ROAD
HEARN STREET
WILSON STREET
MURRAY STREET
COLAC-LAVERS HILL ROAD
POUND ROAD
HEARN STREET
WILSON STREET
MURRAY STREET
POUND ROAD
HEARN STREET
WILSON STREET
MURRAY STREET
FOREST STREET
Option ST-B

POUND ROAD
HEARN STREET
WILSON STREET
MURRAY STREET
COLAC-LAVERS HILL ROAD
POUND ROAD
HEARN STREET
WILSON STREET
MURRAY STREET
POUND ROAD
HEARN STREET
WILSON STREET
MURRAY STREET
FOREST STREET
Option ST-C

POUND ROAD
HEARN STREET
WILSON STREET
MURRAY STREET
COLAC-LAVERS HILL ROAD
POUND ROAD
HEARN STREET
WILSON STREET
MURRAY STREET
POUND ROAD
HEARN STREET
WILSON STREET
MURRAY STREET
FOREST STREET
Option ST-D

SL Appendix C Working Paper 2 – Heavy Vehicle Traffic Analysis



aurecon

Project: Colac Heavy Vehicle Deviation Study

Existing & Future Traffic Conditions

Prepared for: Colac Otway Shire Council

Project: 214327.001

16 February 2012

Leading. Vibrant. Global.
www.aurecongroup.com

Document Control Record

Document prepared by:

Aurecon Australia Pty Ltd
ABN 54 005 139 873
Level 12, 60 Albert Road
South Melbourne VIC 3205
PO Box 321
South Melbourne VIC 3205
Australia

T +61 3 8683 1333
F +61 3 8683 1444
E melbourne@aurecongroup.com
W aurecongroup.com

A person using Aurecon documents or data accepts the risk of:

a) Using the documents or data in electronic form without requesting and checking them for accuracy against the original hard copy version.
b) Using the documents or data for any purpose not agreed to in writing by Aurecon.

Document Control						aurecon
Report Title	Existing & Future Traffic Conditions					
Document ID		**Project Number**	214327.001			
File Path	P:\C&I\214327_Colac Heavy Vehicle Study\Report\Traffic Movement\Traffic Movement Paper Rev01.docx					
Client	Colac Otway Shire Council	**Client Contact**				
Rev	**Date**	**Revision Details/Status**	**Prepared by**	**Author**	**Verifier**	**Approver**
1	16 February 2012	01	LC	LC	KK	GA
Current Revision	**01**					

Approval			
Author Signature		Approver Signature	
Name	Lora Colussi	Name	Gillian Austin
Title	Transport Planner	Title	Senior Transport Planner

Contents

1. Introduction 1
   - 1.1 Preamble 1
2. The Colac Road Network 1
   - 2.1 Crash History 3
3. Existing Heavy Vehicle Road Hierarchy 4
   - 3.1 Existing Traffic Volumes 4
   - 3.2 Local Industry 8
   - 3.3 Through Heavy Vehicle Volumes 12
   - 3.4 Existing Road Hierarchy 13
4. Future Heavy Vehicle Growth 14
   - 4.1 Future Analysis 14
   - 4.2 Local Heavy Vehicle Movements 15
     - Existing Local Heavy Vehicle Generation and Distribution 15
     - Future Local Heavy Vehicle Generation 18
     - Future Heavy Vehicle Traffic Distribution 19
   - 4.3 Through Heavy Vehicle Movement Growth 21
     - Existing Through Movements in Colac 21
     - Impact of the Duplication of the Princes Highway 22
     - Future Through Movements 23
   - 4.4 Forecast 2031 Heavy Vehicle Volumes 24

1. Introduction

1.1 Preamble

This working paper has been prepared to set out the traffic data collection methods adopted within the Colac Heavy Vehicle Deviation Study.

It will summarise the data collected and any assumptions that have been adopted in order to identify both existing and future heavy vehicle movements through Colac.

Note: All figures shown through this report can also be viewed in an enlarged layout in Appendix A

2. The Colac Road Network

Colac is located approximately 150km south west of Melbourne, just south of Lake Colac. The town provides a meeting place for four major arterial routes that serve this part of the state, as shown in Figure 2-1. These routes are:

- A1 Princes Highway – runs east west through the town and is known as Murray Street within the town centre;
- C155 Colac-Lavers Hill Road – runs south from the town and is locally known as Gravesend Street and Main Street;
- C154 Colac – Forrest Road – runs west from the town and is locally known as Wallace Street and Queen Street; and
- C161 Carlisle Road – runs west from Colac-Lavers Hill Road and is locally known as Irrewillipe Road.

The activity centre is principally located along Murray Street and the town dissipates out from the main activity centre with local streets generally running parallel to either the Princes Highway or Colac-Lavers Hill Road.

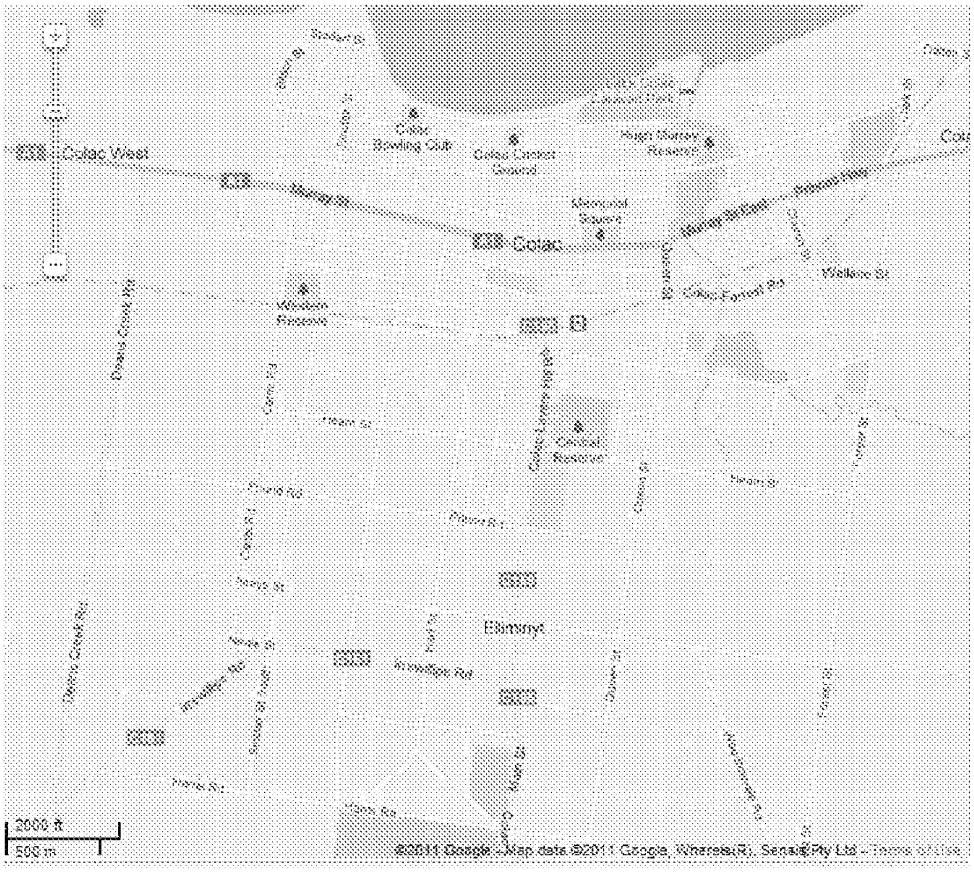


Figure 2-1: Colac Road Network

Colac Otway Shire Council have adopted a functional four tier road classification system for urban and rural roads.

The urban four –tier system comprises[1]:

- Link roads – roads of this classification primarily provide a linkage between significant residential, industrial and commercial nodes and / or the declared road network. These roads have an identifiable Origin and Destination;
- Collector roads – roads of this classification primarily provide a route between and through residential, industrial and commercial areas and convey traffic to the urban link or declared road network system;
- Access roads – a road, street, court or laneway that primarily provides direct access for abutting residential, industrial and commercial properties to their associated nodes; and

[1] Colac Otway Shire, Colac Otway Municipal Road Register, 2005 page 3.

- Minor roads – provides secondary access to residential properties or provides access to non-residential property.

Figure 2-2 shows the existing road classification within Colac town centre.

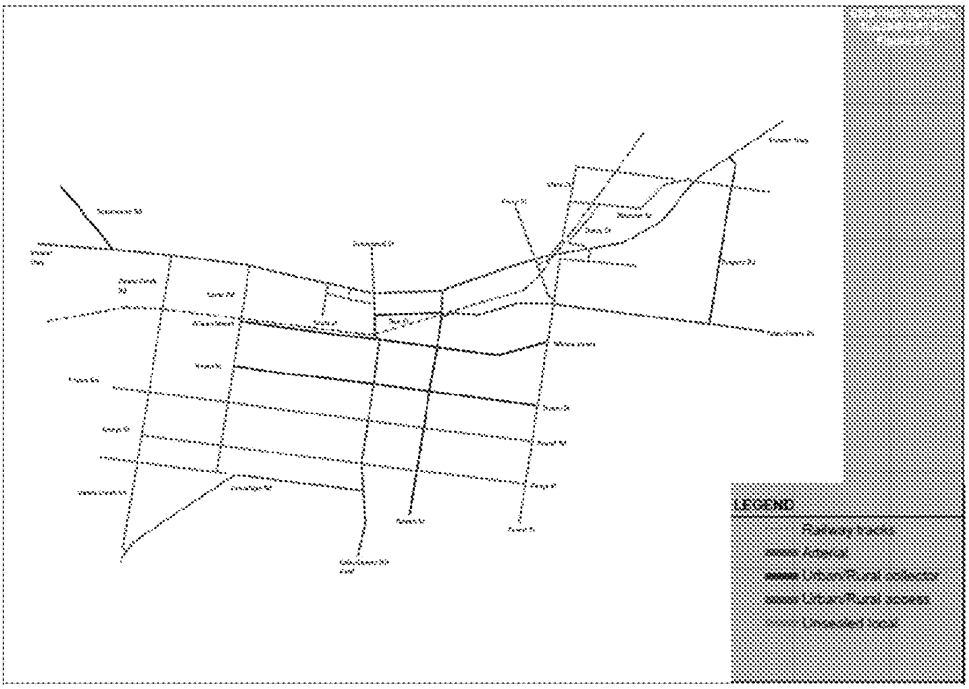


Figure 2-2: Existing Council Road Classification

2.1 Crash History

A review of VicRoads CrashStats for the Colac Township identified the number and severity of crashes within the study area.

Between 2006 – 2010 there were 53 recorded crashes within Colac Township. Of these there were:

- Zero fatalities;
- 25 serious injury crashes; and
- 28 other injury crashes.

A list of high frequency crash locations between 2006 and 2010 is shown in Table 2-1. Appendix B, Figure B.1 shows a diagram of all crash locations, severity of the crash and the types of vehicles involved.

Table 2-1: 2006-2010 Colac Township most frequent crash locations

Location	Number of Casualty Crashes
Intersection of Princes Highway/Colac Lavers Hill Road	5
Intersection of Hart Street/Miller Street	4
Princes highway between Corangamite Street and Gellibrand Street	3

Between 2006 and 2010 no crashes within the Colac Township involved a heavy vehicle. However, outside of the township, but still within the Colac-Otway Shire, there were five truck casualty crashes. The severity and location of these crashes is shown in Appendix B, figure B.2.

Note: Only crashes listed on the Vic Roads database in July 2011 for the period between 1 January 2006 and 31 December 2010 have been documented as part of this study.

3. Existing Heavy Vehicle Road Hierarchy

3.1 Existing Traffic Volumes

To identify the existing heavy vehicle road hierarchy within Colac town centre validated classified tube counts were collected by Colac Otway Shire at 58 sites between February and August 2011. At each of the sites, tube data for up to five consecutive weekdays was gathered in relation to vehicle speed, vehicle movements, and vehicle classification. The count site locations are shown in Figure 3-1. For a detailed list of count site locations refer to Appendix C.

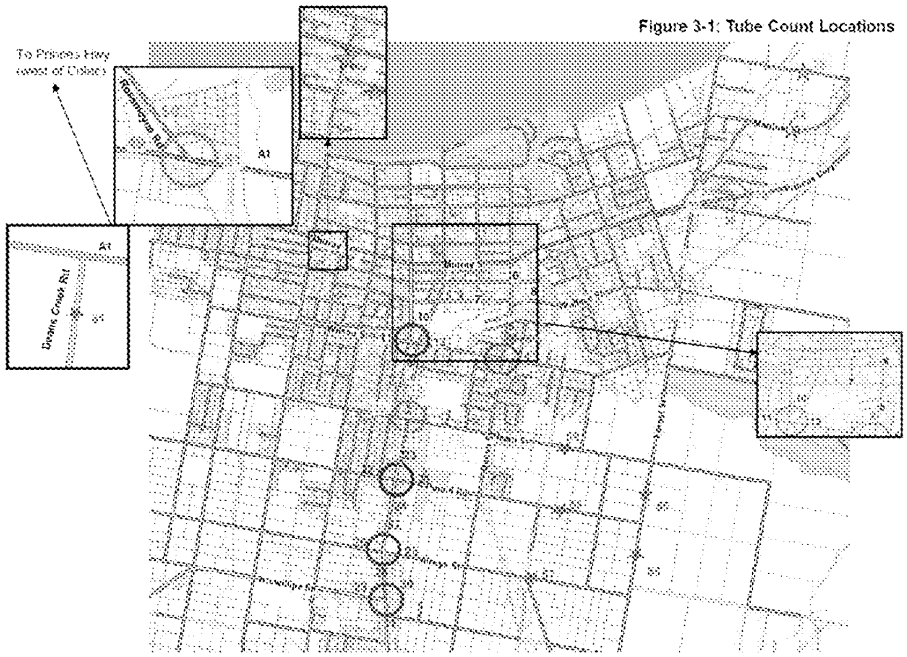


Figure 3-1: Tube Count Locations

The validated tube count data is classified by the ARX method which is a modification of the AustRoads94 classification system. Under the ARX classification, medium to heavy vehicles are classified as class 4 or higher. For a breakdown of the ARX classification system refer to Appendix C.

The validated tube count results represent two way traffic movements only (directional data was not available from Colac Otway Shire Council).

A review of the 85th percentile daily weekday traffic counts showed that Murray Street, Princes Highway, and Gravesend Street carried the highest volumes. A summary of the observed road hierarchy is listed in Table 3-1 and shown in Figure 3-2 .

Table 3-1: Daily Vehicle Volume Road Hierarchy

Daily Traffic Volume	From	To
Greater than 10,000	Murray Street	Between Cants Road and Clark Street
	Gravesend Street	Between Rae Street and Wilson Street
5,000>10,000	Princes Highway	East of Clark Street West of Deans Creek Road
	Gravesend Street	Between Princes highway and Rae Street Between Wilson Street and Irrewillipie Road
2,000>5,000	Colac-Forrest Road	East of Gravesend Street
	Forest Street	North of Wilson Street
	Wilson Street	Between Cants Road and Forest Street

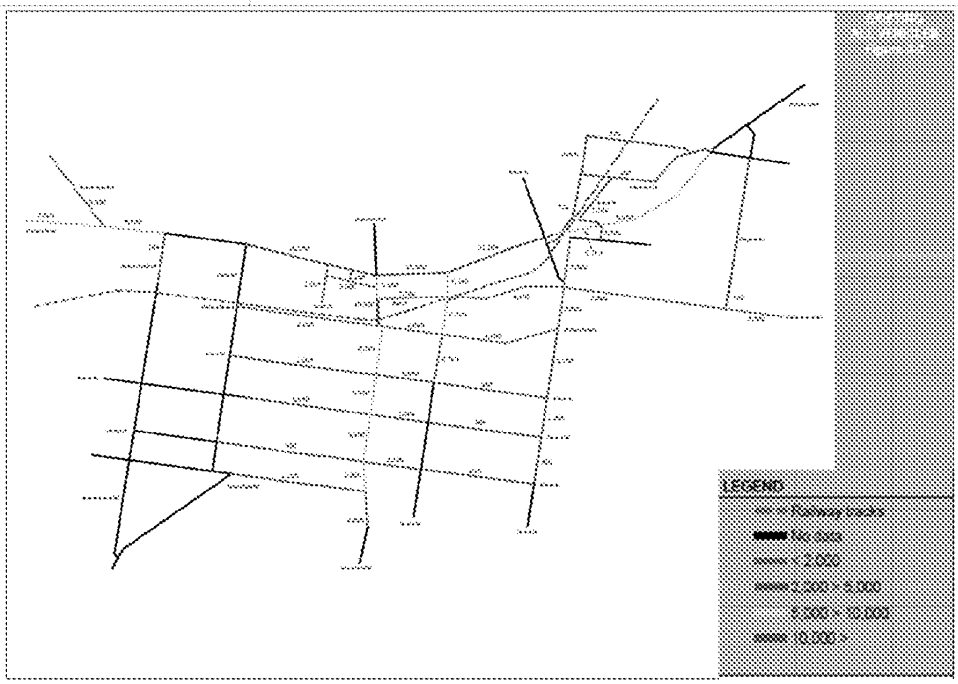


Figure 3-2: 2011 Two-way Daily Traffic Volumes – All Vehicles

A review of daily heavy vehicle volumes indicated that Murray Street and the Princes Highway carry more than 650 heavy vehicles each week day. Table 3-2 and Figure 3-3 show the identified heavy vehicle hierarchy identified from the validated tube counts:

Table 3-2: Daily Heavy Vehicle Volume Hierarchy

[illegible]	[illegible]	[illegible]
Greater than 650	Murray Street, Princes Highway	Between Marriner Street and Cants Road West of Deans Creek Road
150>650	Gravesend Street	South of Rae Street
	Queen Street	Between Princes Highway and Wilson Street
	Colac-Forrest Road	Between Queen Street and Forest Street
	Forest Street	North of Wilson Street
50>150	Rossmoyne Road	North of Princes Highway
	Deans Creek Road	Between Princes Highway and Railway
	Gravesend Street	Between Princes Highway and Rae Street
	Queen Street	Between Wilson Street and Hearn Street
	Wilson Street	East of Queen Street
	Forest Street	Between Wilson and Aireys Street
	Colac-Forrest Road	East of Forest Street
	Clark Street	North of Bruce Street
	Darcy Street	North of Princes Highway
	Aireys Street	Between Gravesend Street and Queen Street

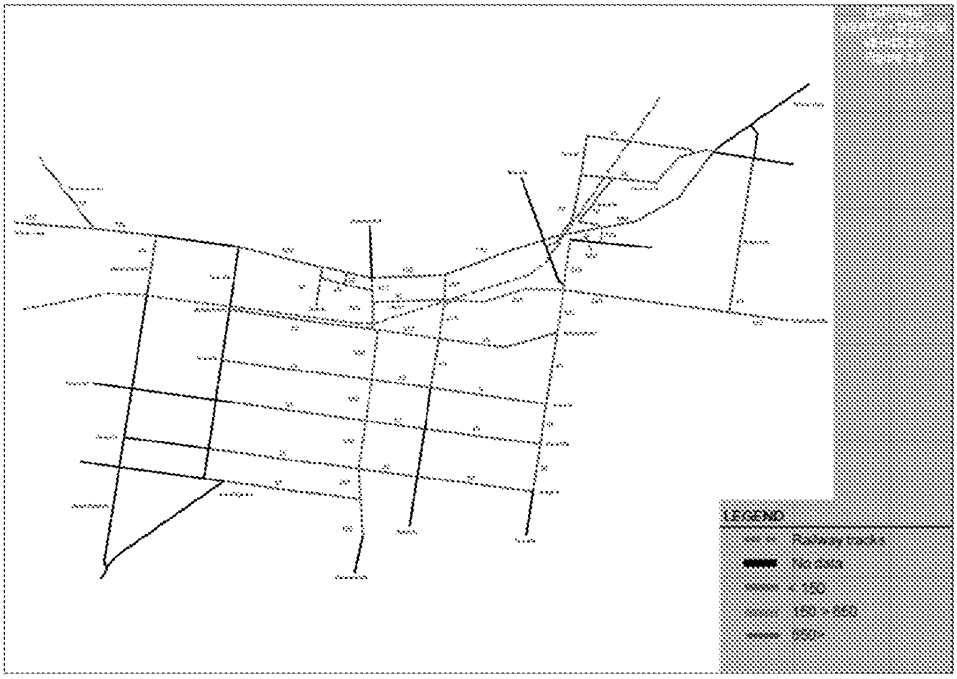


Figure 3-3: 2011 Two-way Daily Heavy Vehicle Volumes

3.2 Local Industry

Several local industries were identified by Colac Otway Shire Council as being the major generators of heavy vehicle traffic within the local Colac area. Aurecon conducted interview surveys by telephone or email with these local industries, during June and July 2011, to identify the number of locally generated heavy vehicle trips and their commonly used routes. The local industries identified by Council and interviewed are listed in Table 3-3, with their location shown in Figure 3-4.

Table 3-3: Local Industry Survey Participants

[illegible]	[illegible]	[illegible]	[illegible]
1,2	AKD Softwood	Timber	Plantation forestry and timber processing.
3	CMTP	Packaging	Production of timber packaging
4	Wettenhalls	Logistics	Transport logistics and warehousing services
5	Fonterra	Dairy	Production of dairy goods
6	Clearwater Transport	Timber	Logging and transport services
7	CRF – Meat Works	Meat Works	Production of meat products
8,9	Bulla Dairy Foods	Dairy	Production of dairy goods

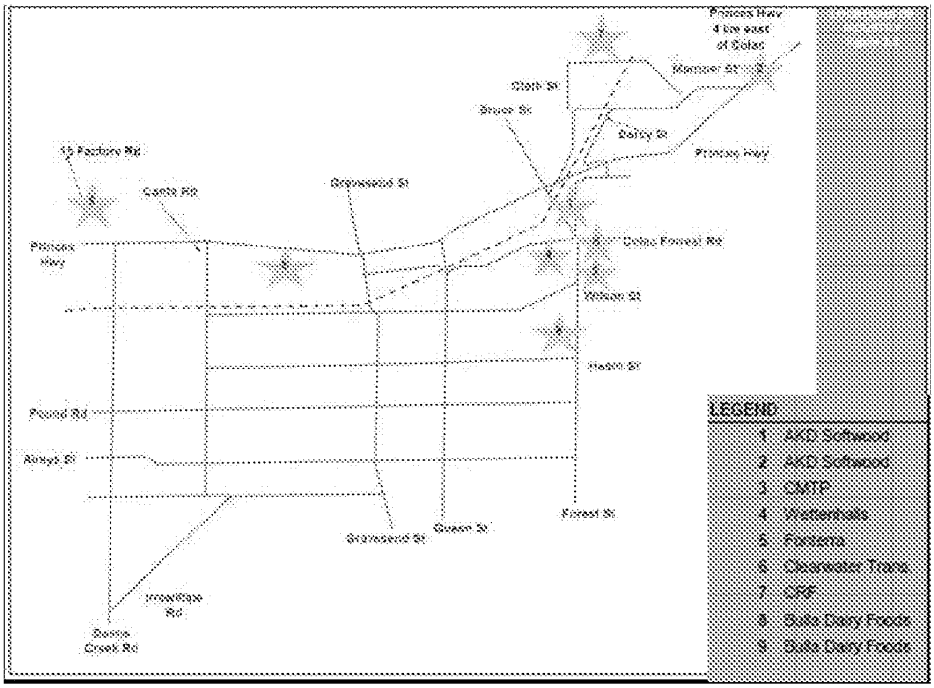


Figure 3-4: Local heavy vehicle generators

Industry surveys conducted with these businesses provided estimates of:

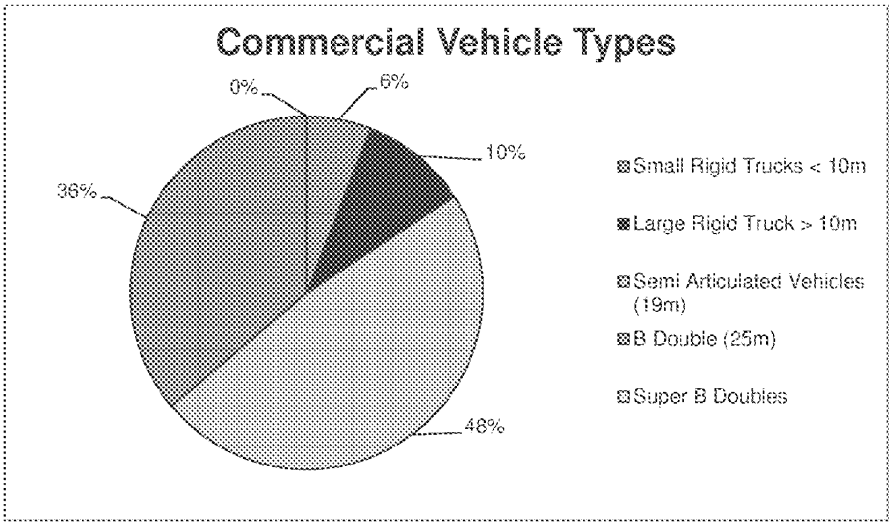
- The number and type of loaded and unloaded heavy vehicle trips generated by each of the sites; and
- The most commonly used routes through Colac.

Table 3-4: Summary of maximum weekday arrivals and departures for each business

Site No.	Site	Arrivals		Departures		Total	
		Total	% Loaded	Total	% Loaded	Total	% Loaded
1	AKD Softwood Forest St	51	78%	51	22%	102	50%
2	AKD Softwood Princes Hwy[1]	20	80%	20	20%	40	50%
3	CMTP Forest St	16	100%	16	0%	32	50%
4	Wettenhalls Wallace St	32	100%	32	100%	64	100%
5	Fonterra Factory Rd[2]	26	77%	26	23%	52	50%
6	Clearwater Transport Forest St	64	1%	64	25%	128	13%
7	CRF – Meat Works Tristinia Dr	25	52%	25	52%	50	52%
8	Bulla Dairy Foods Connor St	58	67%	48	54%	106	61%
9	Bulla Dairy Foods Forest St	139	50%	135	52%	274	51%
	Totals	431		417		848	

[1] Located in Irrewarra
[2] Located in Cororooke

From the surveys it was apparent that the most common form of heavy vehicle movement generated by locally based industries was undertaken by semi articulated vehicles which equated to 48% of all movements, however the proportion of B Doubles was also significant at 36%.



The questionnaire survey also sought information on how heavy vehicle traffic from the local industries was distributed on the road network. In seeking this information, it should be noted that several industries in Colac are seasonal in nature and distributions may change depending on the season and responses to questionnaires reflected this in part.

In addition, it should be noted that some companies included interim road sections, such as Murray Street, when asked about their overall distribution.

Therefore for the purpose of this report, the information provided was reviewed against logical route choices for the different industries and a general distribution for heavy vehicles entering and exiting the Colac boundaries was identified as set out within Table 3-5 and Figure 3-5.

Table 3-5: Routes used by heavy vehicles

Heavy Vehicle Trips	Percentage of Trips*
Princes Highway (east)	50%
Colac Forrest Road	7%
Colac Lavers Hill Road	11%
Irrewillipe Road	4%
Princes Highway (west)	28%

* Trips include an average of all made by heavy vehicles per weekday during peak season operation

It should be noted that this distribution is not unsimilar to the distribution of through movements with the primary routes being Princes Highway east, Princes Highway west and Colac Lavers Hill Road, and far

smaller proportions of vehicles using Colac Forrest Road and Irrewillipe Road. It was also determined that 28% of heavy vehicles also travelled along Murray Street en-route to the other roads listed.

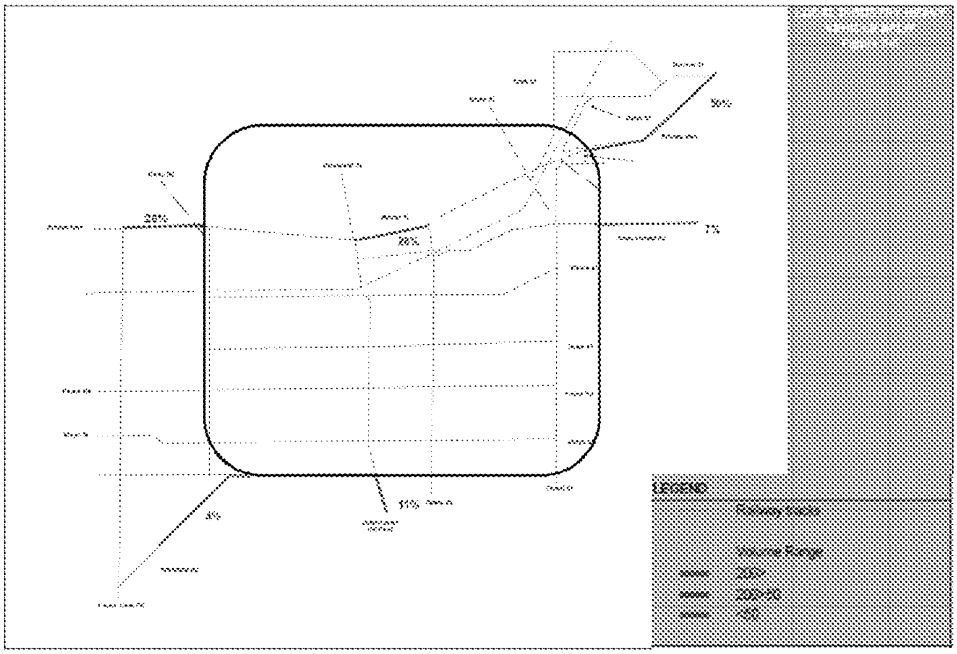


Figure 3-5: Local Industry Heavy Vehicle Split

3.3 Through Heavy Vehicle Volumes

To identify the amount of long distance freight trips that pass through Colac; the VicRoads Colac Freight Survey results was used. As part of a local strategies study of the Colac area, VicRoads conducted interview surveys in February 2009 with 16 industries that have heavy vehicles travelling to or through Colac. The businesses surveyed were:

- Amezdroz;
- Clearwater Logging & Transport Company;
- Kalari;
- K&S Freighters Pty Ltd;
- McColls;
- Midfield Meat Transport;
- Murray Goulburn Pty Ltd;
- Mount Noorat Freighters;
- Patons Transport;
- Porthaul Pty Ltd;
- Scotts Transport;
- Ryan's Freighters Pty Ltd;
- Time Clifford Transport Pty Ltd;

- Warrnambool Cheese and Butter Factory;
- Wettenhall Transport; and
- Woodside Energy.

These interviews identified the routes used by heavy vehicles through Colac, the origin and destination of these trips and whether vehicles had a planned stop in Colac. Further to this, the surveys also considered the impact upon the heavy vehicle routes with the opening of the Geelong Ring Road from Corio to Hamilton Highway and upgrading of the Princes Highway to 4 lanes up to Winchelsea. A copy of the survey questions is located in Appendix D

A summary of the Colac Freight survey results indicate that:

- Of the 17 companies surveyed, it was identified that prior to the opening of the Geelong Ring Road to Waurn Ponds 390 trucks per day used the Princes Highway in Colac. Of these trucks, approximately 120 stopped in Colac;
- Around 75% of heavy vehicle trips between Geelong and Warrnambool use the Princes Highway through Colac, while the remainder of trips use the Hamilton Highway; and
- 22% of heavy vehicles that use the Princes Highway travel between the Otways and Geelong via Queen Street, Wilson Street and Colac Lavers Hill Road.

A breakdown of the preferred routes used by heavy vehicles travelling along the Princes Highway as identified by the VicRoads survey is shown in Figure 3-6.

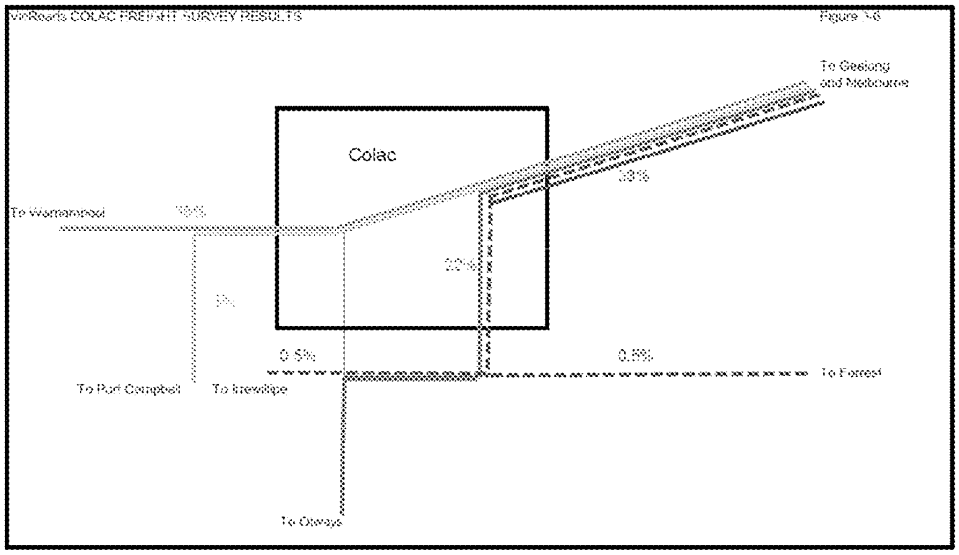


Figure 3-6: Summary of VicRoad's Colac Freight Survey Results

3.4 Existing Road Hierarchy

Based on the previous information it is understood that at present:

- **Princes Highway** east of Colac carries the largest number of heavy vehicles in the area. This volume drops west of Bailie Street, which provides access to the Colac East industrial area, and Colac Forrest Road.
- **Murray Street** between Corangamite Street and Queen Street has a high number of heavy vehicles travelling along it; these trips are generated by both local industries within Colac and heavy vehicle trips passing through Colac.
- **Queen Street, Wilson Street and Colac-Lavers Hill Road** (Gravesend Street) currently act as a heavy vehicle route for vehicles travelling between Princes Highway and areas south west of Colac. This route is used by both local industries and heavy vehicles passing through Colac.
- **Colac Forrest Road** (Wallace Street) between Forest Street and Queen Street acts as a heavy vehicle route between Queen Street and Forest Street.

4. Future Heavy Vehicle Growth

4.1 Future Analysis

It is important when considering viable heavy vehicle deviation routes, that future traffic volumes are considered as well as current volumes. Aurecon have been advised that for the purpose of this exercise a future year scenario of 2031 should be considered, this year is in line with other studies undertaken by Colac Otway Shire. For example the Colac CBD and Entrances Project.

There are a number of factors that influence future traffic volumes, however the primary factors include:

- Changes to the road infrastructure;
- Changes to development in the region; and
- Natural growth on the road network as a result of population growth both locally and regionally.

To estimate the impact of these factors on heavy vehicle volumes the existing volumes were differentiated between those that are locally generated and those travelling through Colac.

For the purpose of this assessment the forecast future volumes have been estimated based on typical Origin Destinations within and around Colac.

These OD points are as follows:

External OD Points

- E1 Princes Highway east of Colac;
- E2 Princes Highway west of Colac;
- E3 Colac Lavers Hill Road at Bangarook Road south of Colac;
- E4 Colac – Forrest Road, south east of Colac; and
- E5 Irrewillipie Road.

Internal OD Points

- IA Main industrial area south of Princes Highway and east of Colac-Lavers Hill Road;
- IB Industrial area north of Princes Highway and east of Colac;
- IC Industrial area west of Colac, north of Highway; and
- ID Industrial uses within the centre of Colac.

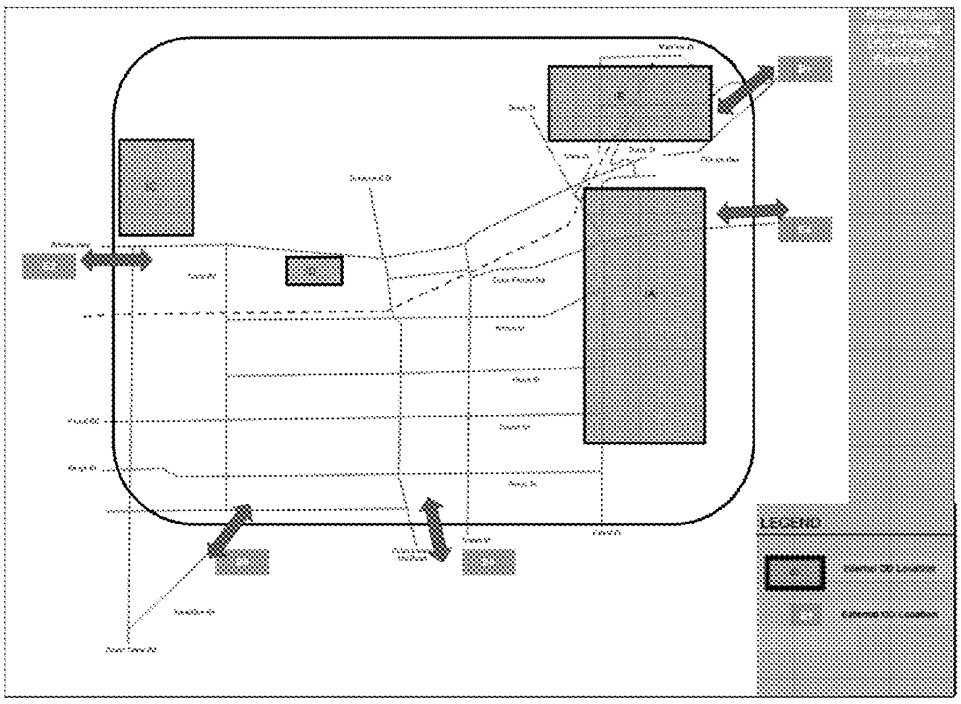


Figure 4-1: Origin and Destination Locations

4.2 Local Heavy Vehicle Movements

Existing Local Heavy Vehicle Generation and Distribution

Local heavy vehicle volumes are those generated by industrial uses located within Colac. These vehicle movements will be travelling between an internal OD point (A, B, C or D) and an external OD point (1, 2, 3 or 4).

From the sample survey of industrial type businesses located in Colac, it is apparent that this sample typically generates approximately 810[2] heavy vehicle movements a day. However it should be noted that out of the logging season this volume may decrease.

Based on estimated site areas and associated traffic generation within the sample sites, this daily traffic generation volume equates to approximately 10.5 vehicle movements per hectare which is slightly lower than that set out in the RTA NSW Guide to Traffic Generating Developments. This reflects the lower density of development that typically occurs in more rural locations rather, than more urbanised areas such as Sydney and Melbourne.

In addition to traffic generation, the surveys of local industries also identified typical daily distribution of heavy vehicle movements as indicated within Table 4-1.

[2] Excludes the Irrewarra AKD site and the Corroroke Fonterra Site.

Table 4-1: Existing locally generated heavy vehicle volumes from surveyed companies

Location	Percentage of Movements	Internally Generated Trips (to the nearest 10 vehicles)
Internal OD Points		
IA	79%	600
IB	7%	50
IC	0%	0
ID	14%	110
External OD Points		
E1	50%	370
E2	28%	220
E3	11%	90
E4	7%	50
E5	4%	30

As stated previously, Aurecon understand that the surveyed industries represented all the major heavy vehicle generators within Colac. However, it is recognised that some smaller industries may also generate heavy vehicle movements, albeit less frequently than those surveyed.

For the purpose of this assessment, it has been assumed that the surveyed companies directly generate approximately 90% of all heavy vehicle movements generated by industrial uses within the town. Table 5.2 therefore sets out an estimate of all heavy vehicle movements generated from industrial sites within Colac.

Table 4-2: Existing locally generated heavy vehicle volumes

Location	Heavy Vehicle Movements Generated from Surveyed Industries in Colac	Heavy Vehicle Movements Assumed to be Generated from Other Industries in Colac	Total Heavy Vehicle Movements Generated from Existing Industrial Uses in Colac
Internal OD Points			
IA	600	60	720
IB	50	10	60
IC	0	0	0
ID	110	10	120
External OD Points			
E1	370	40	410
E2	220	20	240
E3	90	10	100
E4	50	10	60
E5	30	0	30

Future Local Heavy Vehicle Generation and Distribution

Heavy vehicle movements generated within Colac can be expected to grow between now and the assessment year of 2031 as a consequence of:

- Development on existing vacant industrial zoned land; and
- Development on land anticipated to be zoned for industrial uses within coming years.

The land that is currently, and will in the future, be available for industrial development has been identified through a review of the Colac Otway Shire Planning Scheme and discussions with Council Officers. This land along with the location of major existing industrial uses is indicated within Figure 4-2.

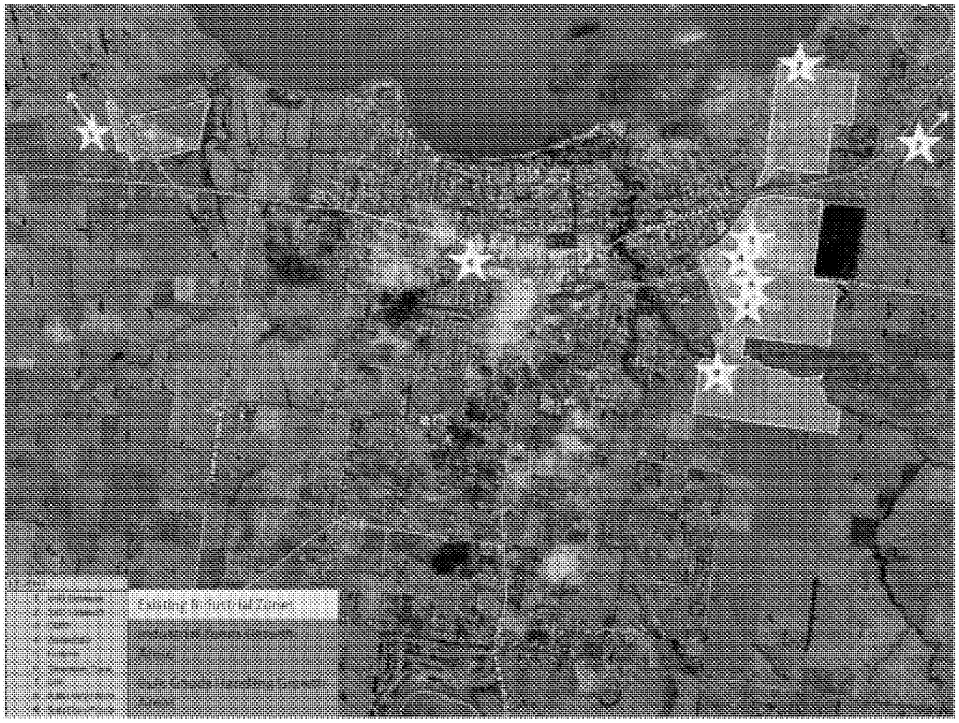


Figure 4-2: Existing and future local heavy vehicle traffic generation sources

Future Local Heavy Vehicle Generation

On the basis of the existing industrial zones (coloured green in Figure 4-2) it is estimated that there is currently approximately 104 hectares of vacant industrial zone land within the township of Colac.

In addition, Aurecon understand that Colac Otway Shire Council have identified a further 128 hectares (approximately) for additional industrial and bulky goods handing uses to be accommodated beyond currently zoned industrial land.

Assuming that these areas generate heavy vehicle movements in a similar manner to the remainder of Colac, then the future traffic generation of these sites is set out below:

Vacant Currently Zoned Industrial Land

104 ha x 10.5 trips per day per ha = 1090 heavy vehicle movements per day

Potential Additional Industrial Growth Areas

73ha x 10.5 trips per day per ha = 770 heavy vehicle movements per day

Potential Bulky Goods Handling Growth Areas

55ha x 10.5 trips per day per ha = 580 heavy vehicle movements per day

Given the above, it is anticipated that if all currently and anticipated industrial type zones are fully developed by 2031, these new uses could generate a further 2,440 heavy vehicle movements per day on the road network. This would increase the current level of locally generated heavy vehicle movements to approximately 3300 movements per day, almost quadrupling current local movements.

Future Heavy Vehicle Traffic Distribution

As with the existing local generators, it has been assumed that heavy vehicle movements generated from new development in Colac would primarily occur between one internal OD point and one external OD point.

Given the locality of existing vacant and nominated future growth areas, for the purpose of this assessment the following internal OD points for new development have been adopted:

IA	33% of existing but vacant industrial land,	490
	100% of Industrial Growth Area	770
	40% of Bulky Goods Warehousing Area	150
		1,410 total movements
IB	63% of existing but vacant industrial land,	300
	0% of Industrial Growth Area	0
	0% of Bulky Goods Warehousing Area	0
		300 total movements
IC	93% of existing but vacant industrial land,	310
	0% of Industrial Growth Area	0
	60% of Bulky Goods Warehousing Area	420
		730 total movements

No industrial growth is anticipated for the internal OD point D located within the centre of Colac.

Assuming that the external OD point distribution for new Colac based heavy vehicle movements is similar to that exhibited at present, then the distribution of future heavy vehicle movements is set out within Table 4-3.

Table 4-3: Existing locally generated heavy vehicle volumes from surveyed companies

Location	Additional Heavy Vehicle Movements Generated from Vacant Industrial Land	Heavy Vehicle Movements Generated from Identified Industrial Growth Areas	Heavy Vehicle Movements Generated from Identified Bulky Goods Handling Growth Areas	Total Additional Heavy Vehicle Movements from Uses in Colac
Internal OD Points				
IA	490	770	150	1,410
IB	300	0	0	300
IC	310	0	420	730
ID	0	0	0	0
External OD Points				
E1	540	380	290	1,210
E2	310	220	160	690
E3	120	90	70	280
E4	80	50	40	170
E5	40	30	20	90
	1090	770	580	2440

Given the above and the distribution of existing local traffic movements set out in Table 4-2, the total anticipated heavy vehicle traffic movements passing through each of the nominated OD points is indicated within Figure 4-3.

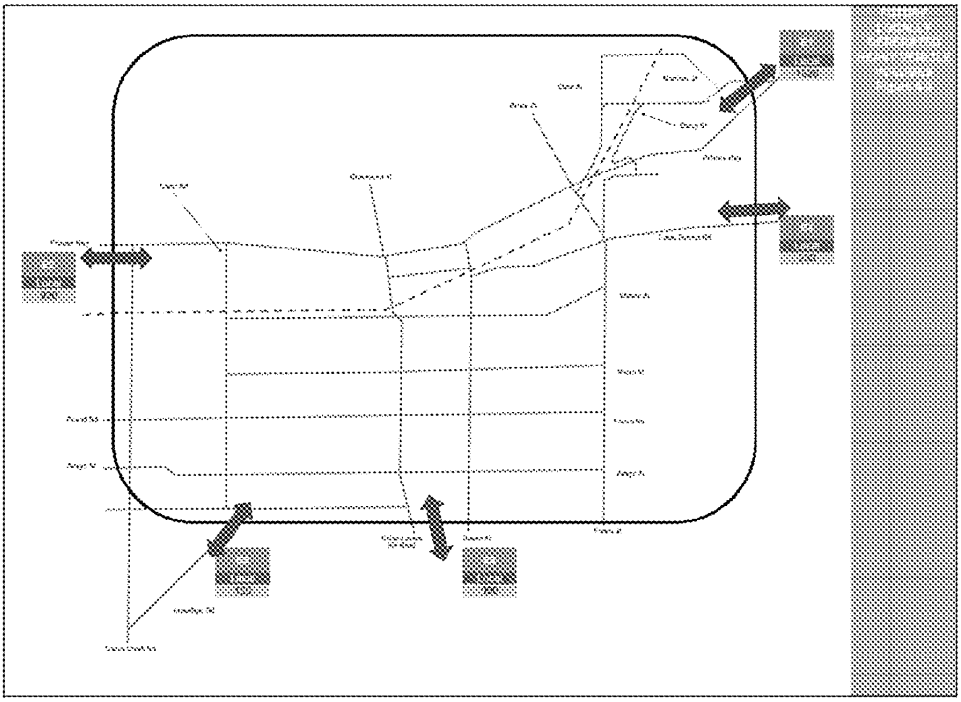


Figure 4-3: Future locally generated heavy vehicle volumes.

4.3 Through Heavy Vehicle Movement Growth

Existing Through Movements in Colac

As Colac is located on a major arterial route, Princes Highway, and contains links from this highway to other major arterial routes, there is a significant proportion of vehicle movements on the Colac road network that are through movements, neither stopping nor starting within the town.

The Colac Freight Survey undertaken by VicRoads (outlined in Section 3.2) indicated that 67% of all freight vehicles on Princes Highway east of Colac are through movements continuing along Princes Highway to the west (44%) or turning south at Colac onto arterial roads such as the C154, C155 and C161 (23%).

Through movements that do not include the use of Princes Highway are anticipated to be negligible.

Given that at present the study of existing Colac based freight generators indicated that current uses generate approximately 410 vehicle movements per day on Princes Highway east of Colac, this would suggest approximately 830 through movements[3].

[3] This would suggest a total volume of 1240 vehicles per day on Princes Highway east of Colac, approximately 350 vehicles more than recorded by the eastern most tube. However it should be noted that the tube count data was gathered out of peak season for the logging industry and that the surveyed logging and timber companies generate

Adopting the through movement distribution identified by VicRoads this would suggest the following through movements.

Princes Highway Through Movements	66%[4]	540 vehicle movements per day
Princes Highway / Southern Routes	34%	280 vehicle movements per day

The VicRoads survey indicated that the vast majority of movements to the south were using Colac Lavers Road (94%) with approximately 4% travelling through to Forrest and 2% using Irrewillipe Road to access the C163.

Adopting this distribution for the total estimated through movements provides the following traffic movements

Table 4-4: Existing locally generated heavy vehicle volumes from surveyed companies[1]

External OD			
E1 – E2	Princes Hwy E / Princes Hwy W	44%	540
E1 – E3	Princes Hwy E / Colac Lavers Hill Rd	22%	270
E1 – E4	Princes Hwy E / Colac Forrest Rd	0.5%	10
E1 – E5	Princes Hwy E / Irrewillipe Rd	0.5%	10

1. Movements rounded to the nearest 10.

Impact of the Duplication of the Princes Highway

At present, heavy vehicles travelling between Geelong and Warrnambool generally use either Princes Highway (approx. 190km) or Hamilton Highway (approx195km) with the VicRoads sample survey indicating a 76% / 24% split in favour of the Princes Highway.

For the purpose of this assessment, and to recognise that an upgrade to the Princes Highway may decrease travel times for vehicles using this route and therefore increase the travel time differences between the two routes it has been assumed that on duplication to Colac approximately 50% of Geelong / Warrnambool traffic that currently uses Hamilton Highway would divert onto the Princes Highway increasing the total vehicle Table 4-5 sets out the anticipated through traffic assuming that Princes Highway is duplicated.

approximately 300 heavy vehicle movements per day during peak season. Given this and typical daily variations of 10% these figures are considered to provide a reasonable base to estimate future heavy vehicle movements.

[4] Includes traffic using Princes Highway to Pirron Yallock and C163

Table 4-5: Existing locally generated heavy vehicle volumes from surveyed companies

Location	Description	Through Movements	Through Movements Assuming Duplication of Princes Highway	Assumed distribution of Through Trips Assuming Duplication of Princes Highway
External OD				
E1 – E2	Princes Hwy E / Princes Hwy W	540	630	68%
E1 – E3	Princes Hwy E / Colac Lavers Hill Rd	270	270	30%
E1 – E4	Princes Hwy E / Colac Forrest Rd	10	10	1%
E1 – E5	Princes Hwy E / Irrewillipe Rd	10	10	1%
TOTAL		830	920	100%

Future Through Movements

Through movements on the arterial road network will grow as a result of development elsewhere in the state. This development cannot be quantified as part of this study and therefore to account for this a cumulative growth of 3% per annum has been adopted, which is a standard growth factor that is often applied in the absence of any site specific growth data.

Table 4-1 indicates the anticipated 2031 heavy vehicle movements travelling though Colac.

Table 4-6: Estimated 2031 heavy vehicle through volumes

Location	Description	2012 Heavy Vehicle Through Movements Assuming Duplication of Princes Highway	2014 Heavy Vehicle Through Movements Assuming Duplication of Princes Highway
External OD			
E1 – E2	Princes Hwy E / Princes Hwy W	630	1150
E1 – E3	Princes Hwy E / Colac Lavers Hill Rd	270	500
E1 – E4	Princes Hwy E / Colac Forrest Rd	10	10
E1 – E5	Princes Hwy E / Irrewillipe Rd	10	10
TOTAL		920	1670

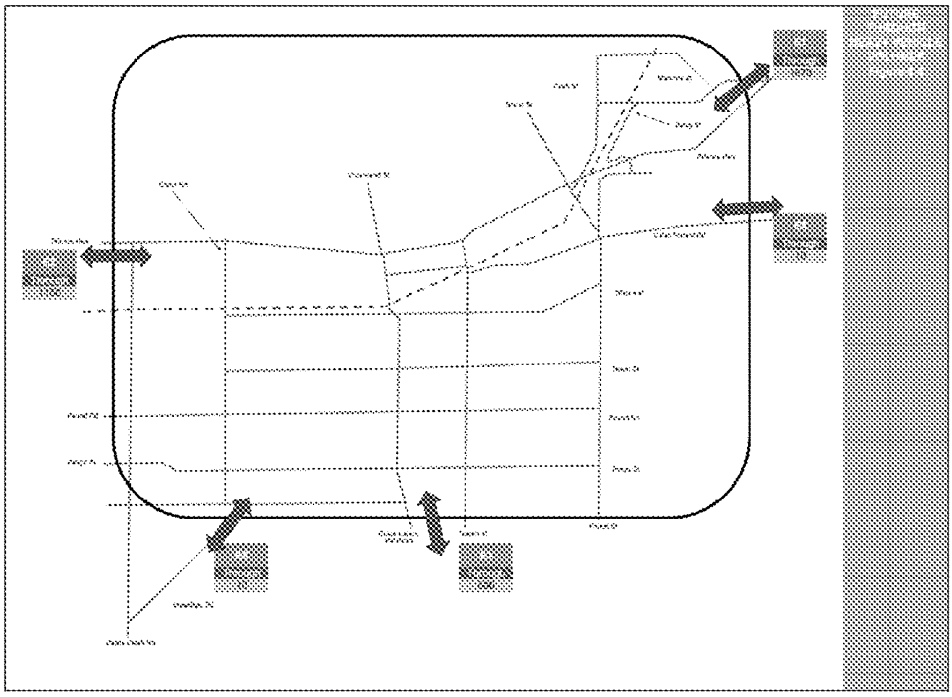


Figure 4-4: Estimated Future Through Heavy Vehicle Volumes

4.4 Forecast 2031 Heavy Vehicle Volumes

The total 2031 heavy vehicle volumes east, west and south of Colac town centre have been forecast by considering the combined effect of maximum local industry growth, Princes Highway duplication and regional growth. These future volumes will be used as a base for identifying trips likely to divert onto potential heavy vehicle deviation routes and are indicated in Figure 4-5. and Table 4-7.

Table 4-7: Estimated 2031 total heavy vehicle volumes

Origin	Destination Point	IA	IB	IC	ID	E1	E2	E3	E4	E5
Origin Destination Point	IA	-	-	-	-	510	300	120	70	40
	IB	-	-	-	-	80	50	20	10	10
	IC	-	-	-	-	180	100	40	30	10
	ID	-	-	-	-	30	20	10	0	0
	E1	510	80	180	40	-	580	250	10	10
	E2	300	50	100	10	580	-	-	-	-
	E3	120	20	40	10	250	-	-	-	-
	E4	70	10	30	0	10	-	-	-	-
	E5	40	10	10	0	10	-	-	-	-

[1] Trip directions were assumed to have a 50:50 split.

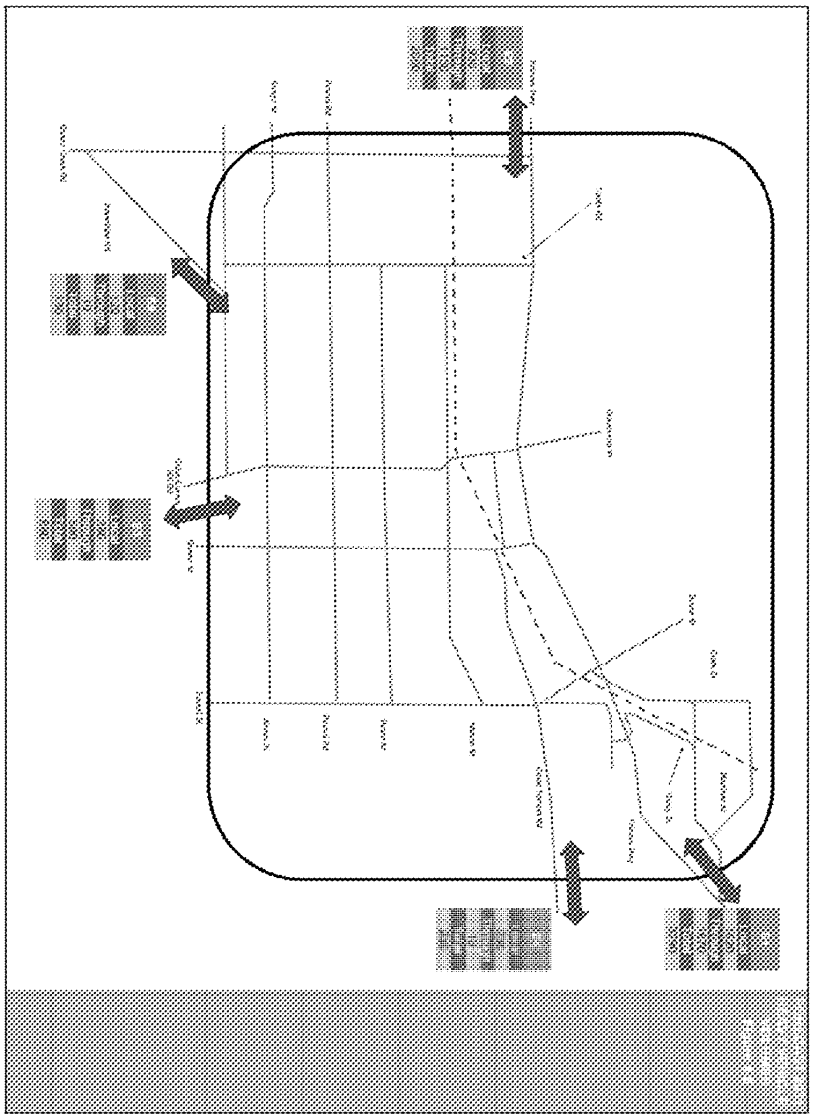
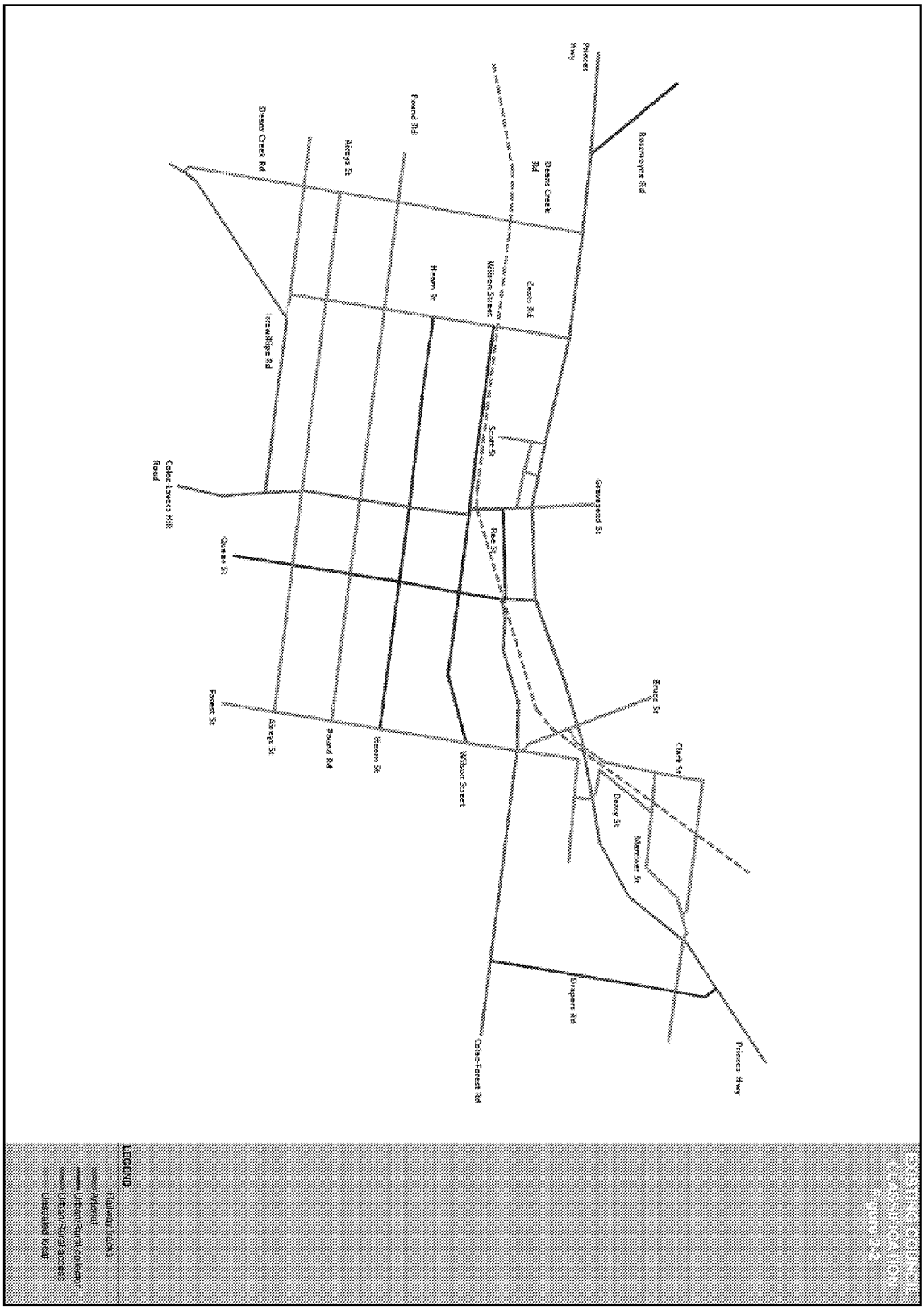


Figure 4-5: 2031 Forecast Heavy Vehicle Volumes

Appendix A
Figures

Figure 2-1: Colac Road Network


Princes Hwy
Rosemoyne Rd
Deans Creek Rd
Pound Rd
Aireys St
Deans Creek Rd
Cants Rd
Wilson Street
Heam St
Irrewillipe Rd
Scott St
Gravesend St
Colac-Lavers Hill Road
Rae St
Queen St
Bruce St
Forest St
Aireys St
Pound Rd
Heam St
Wilson Street
Clark St
Dansy St
Mariner St
Drapers Rd
Colac-Forest Rd
Princes Hwy
LEGEND
Railway tracks
Arterial
Urban/Rural collector
Urban/Rural access
Unsealed road
EXISTING COUNCIL CLASSIFICATION
Figure 2-2

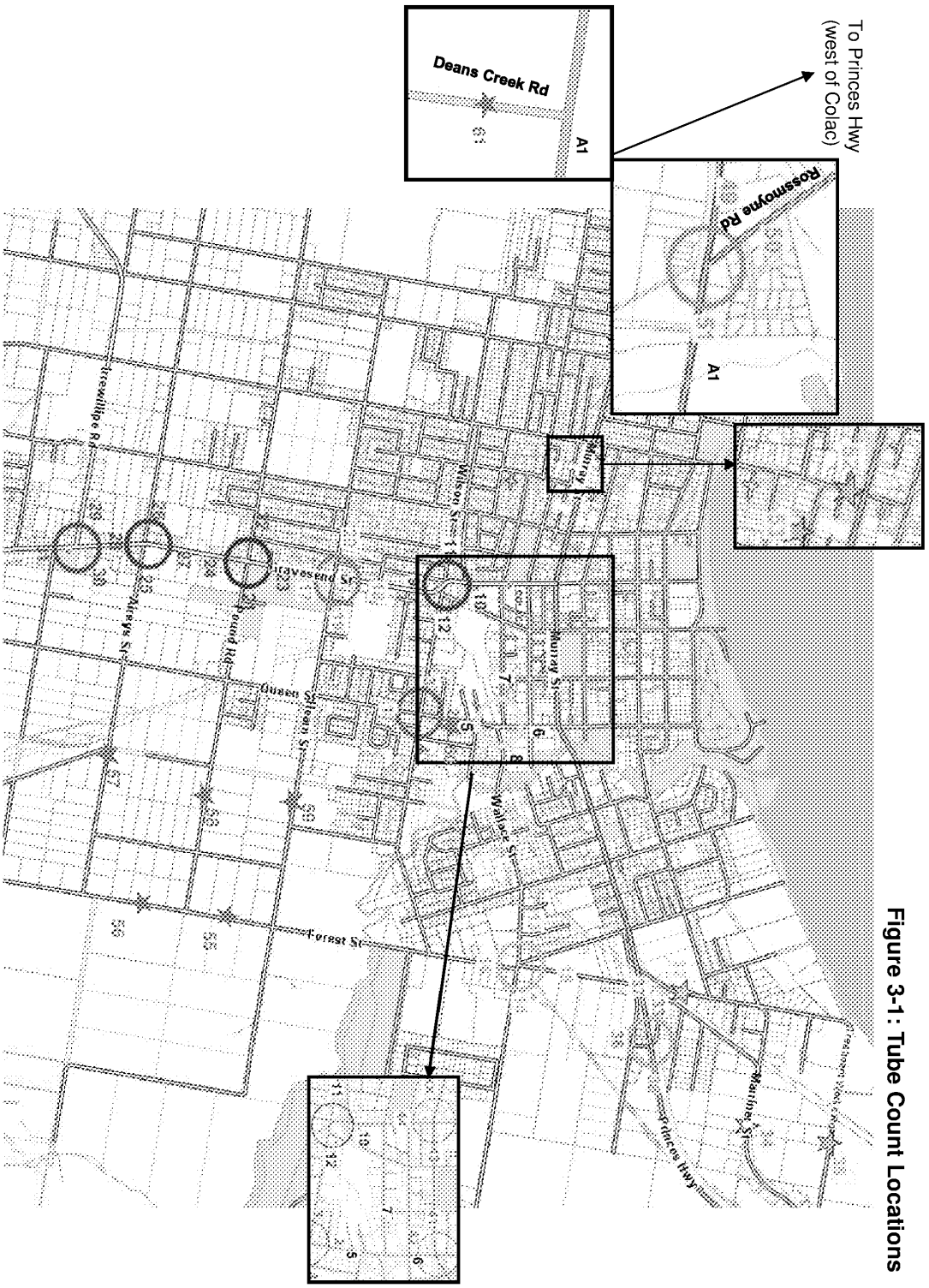
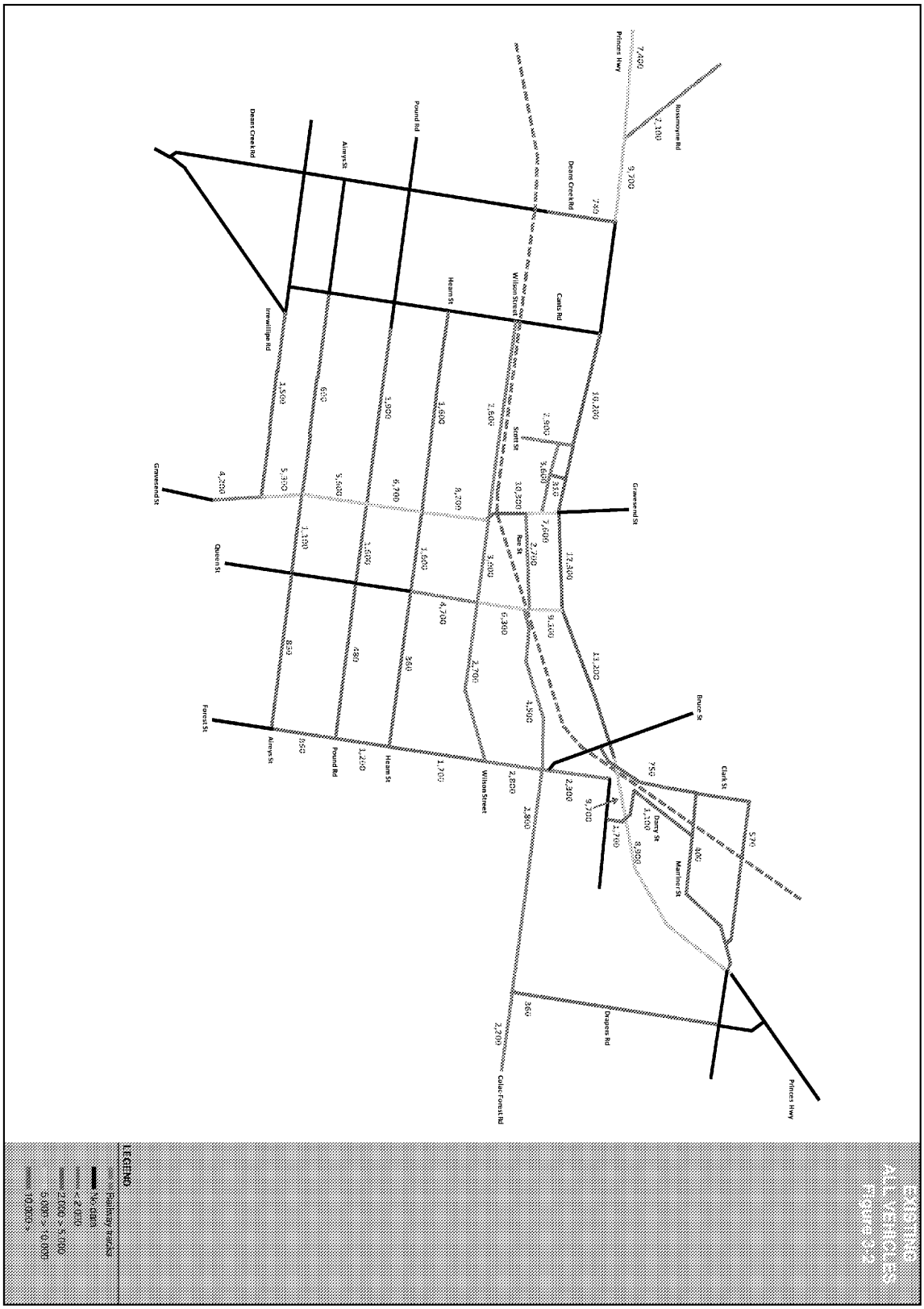
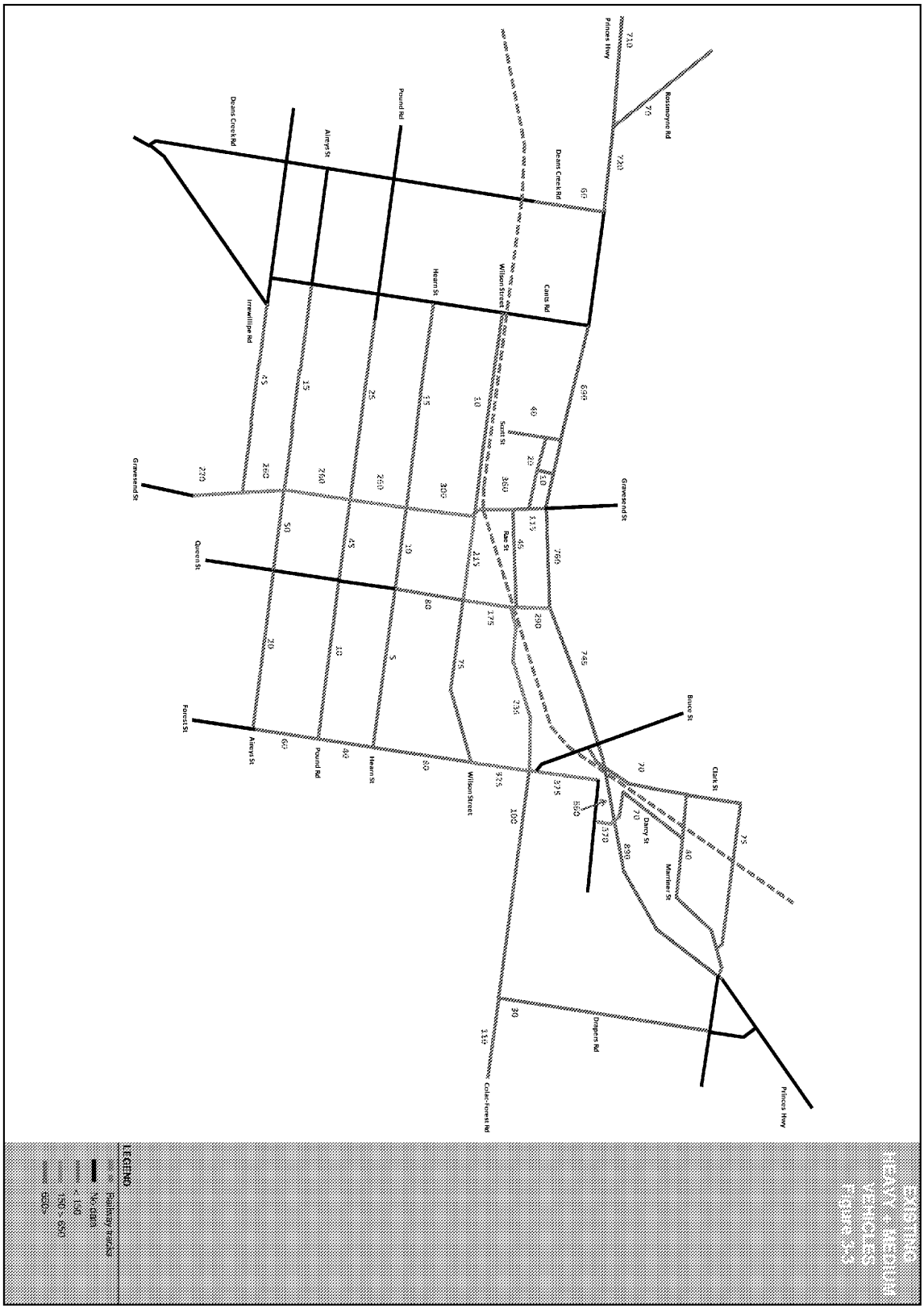
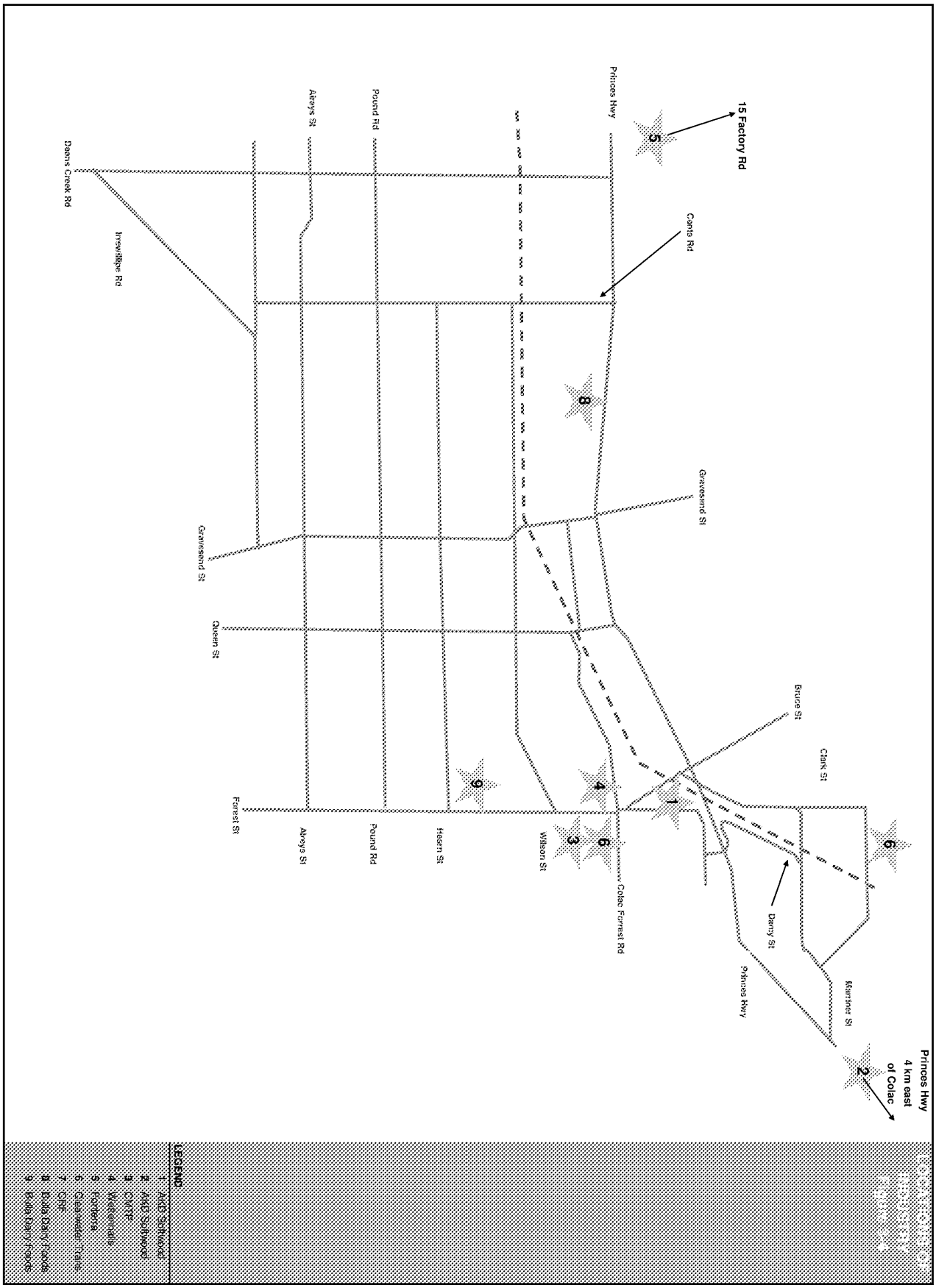
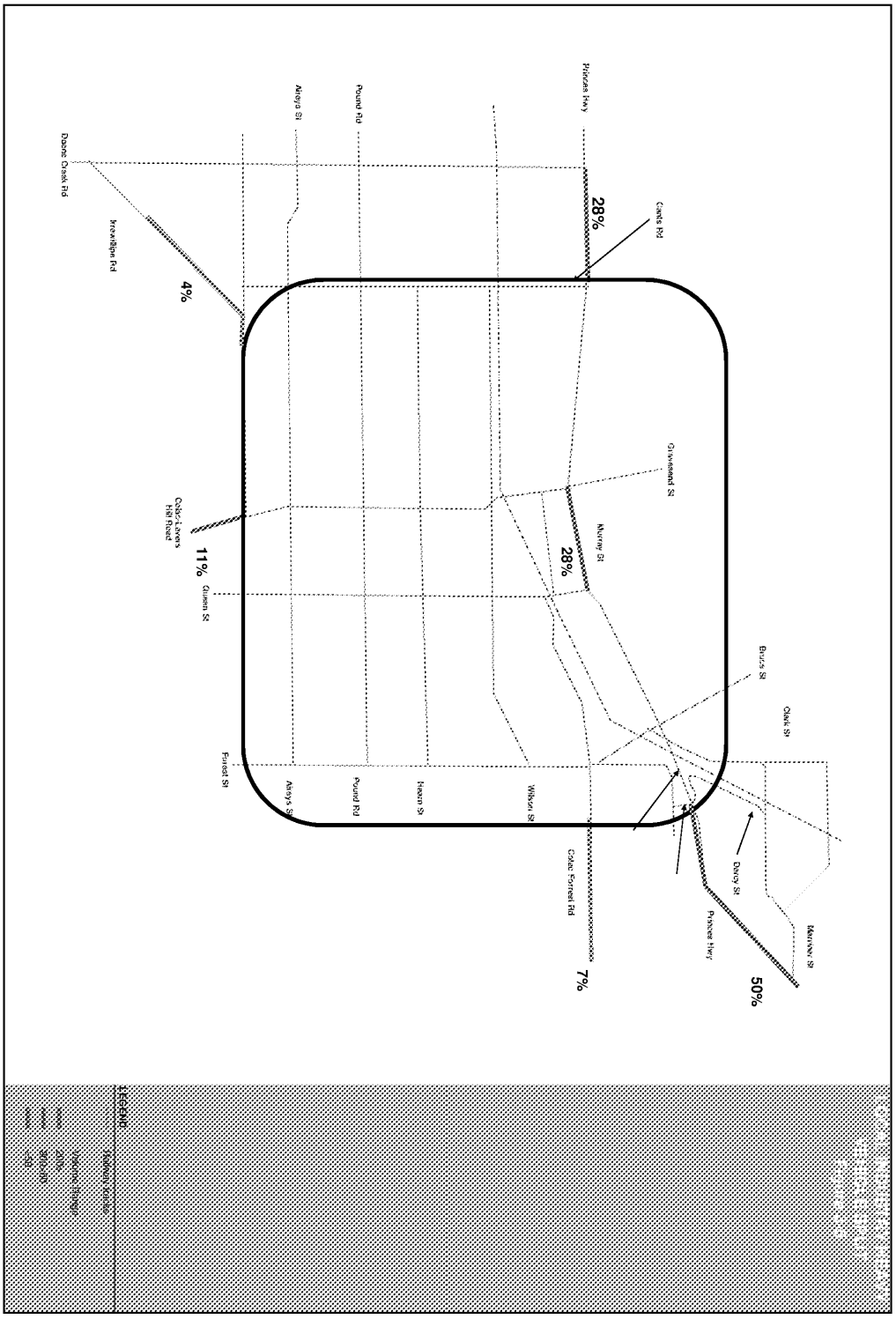


Figure 3-1: Tube Count Locations


Princes Hwy
Rossmoyne Rd
Deans Creek Rd
Pound Rd
Airreys St
Irrewillipe Rd
Heam St
Wilson Street
Cants Rd
Grawsend St
Queen St
Forest St
Bruce St
Clark St
Darry St
Mariner St
Drapers Rd
Colac-Forest Rd
LEGEND
Railway tracks
No data
< 2,000
2,000 > 5,000
5,000 > 10,000
10,000 >


EXISTING
HEAVY + MEDIUM
VEHICLES
Figure 3-3
LEGEND
Railway tracks
No data
< 150
150 - 650
650>
Princes Hwy
Rossmoyne Rd
Deans Creek Rd
Cants Rd
Wilson Street
Hearn St
Pound Rd
Aireys St
Irrewillipe Rd
Gravesend St
Queen St
Forest St
Bruce St
Clark St
Darcy St
Martinez St
Drapers Rd
Colac-Forest Rd


Princes Hwy
4 km east
of Colac
15 Factory Rd
Princes Hwy
Cants Rd
Graveseend St
Bruce St
Clark St
Manner St
Princes Hwy
Danny St
Colac Forrest Rd
Wilson St
Hearn St
Pound Rd
Alreys St
Forrest St
Queen St
Graveseend St
Irrewillipe Rd
Deans Creek Rd
Alreys St
Pound Rd
LEGEND
1 RAD Sinkhole
2 RAD Subwall
3 CRTP
4 Water rails
5 Footpath
6 Roadside Trees
7 CRF
8 Rural Dairy Facade
9 Rural Dairy Roads


Princes Hwy
Pound Rd
Aireys St
Doone Creek Rd
Irrewillipe Rd
4%
28%
Cants Rd
Grassland St
Murray St
28%
Colac-Lavers Hill Road
11%
Queen St
Bruce St
Clark St
Forest St
Aireys St
Pound Rd
Hearn St
Wilson St
Colac Forrest Rd
7%
Dercy St
Princes Hwy
50%
Mariner St
LEGEND

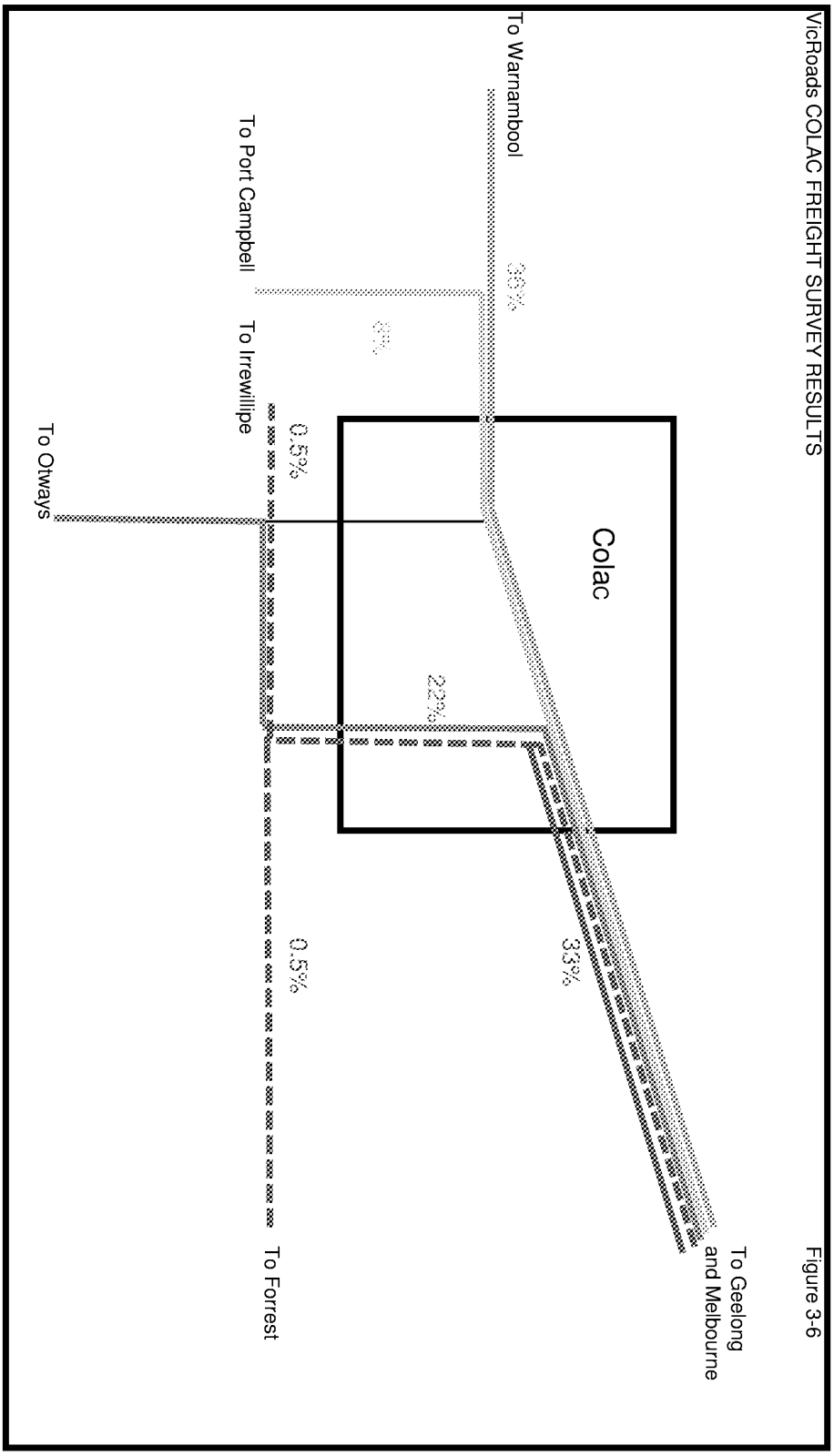
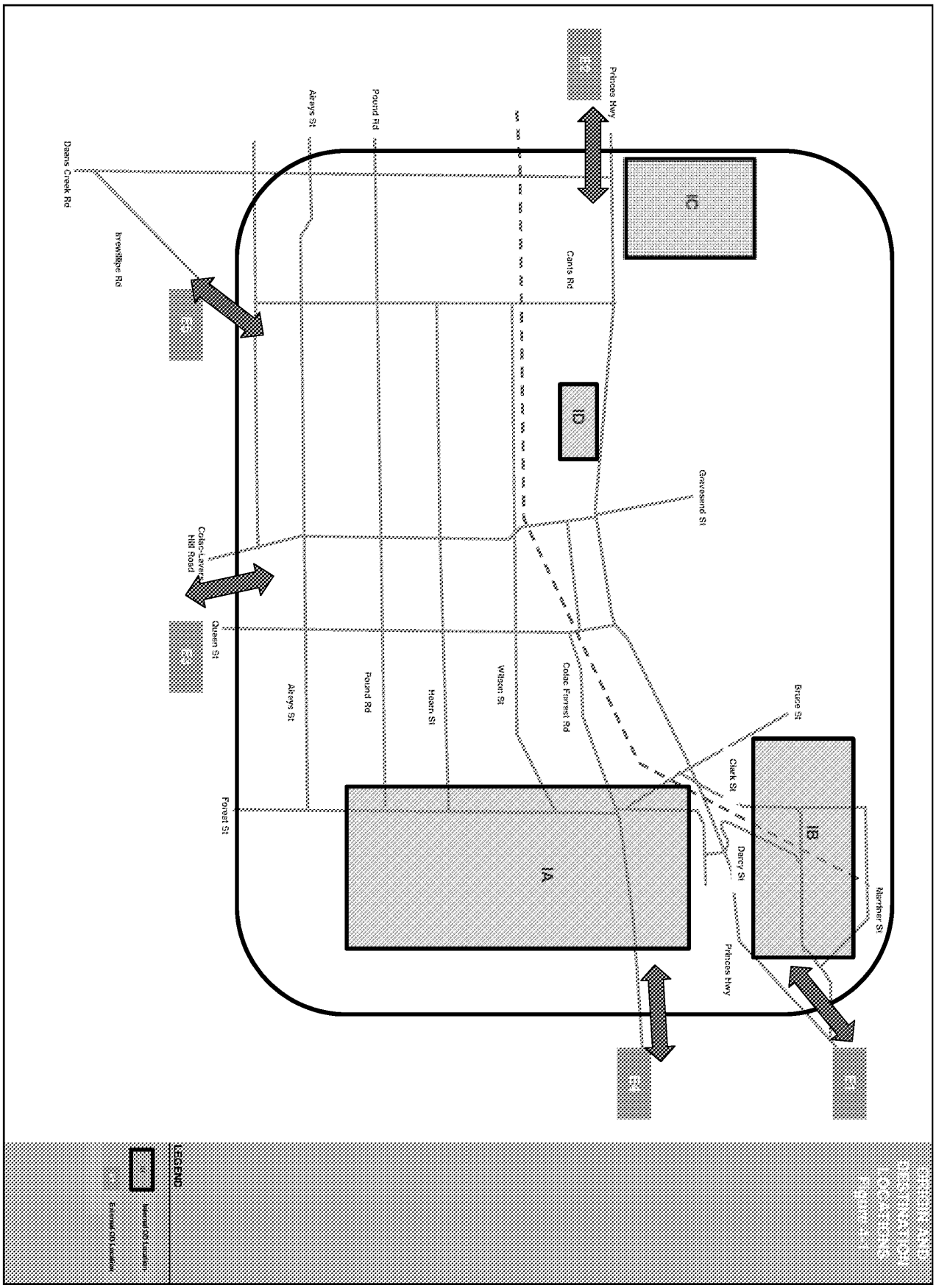

VicRoads COLAC FREIGHT SURVEY RESULTS
To Warrnambool
35%
To Port Campbell
8%
To Irrewillipe
0.5%
To Otways
Colac
22%
33%
To Geelong and Melbourne
0.5%
To Forrest

Figure 3-6


Princes Hwy
Airays St
Pound Rd
Daans Creek Rd
Irrewillipe Rd
IC
Cants Rd
ID
Gravesend St
Colac-Lavers Hill Road
Queen St
Airays St
Pound Rd
Hearn St
Wilson St
Colac Forrest Rd
Bruce St
Clark St
Forest St
IA
IB
Darcy St
Marriner St
Princes Hwy
LEGEND

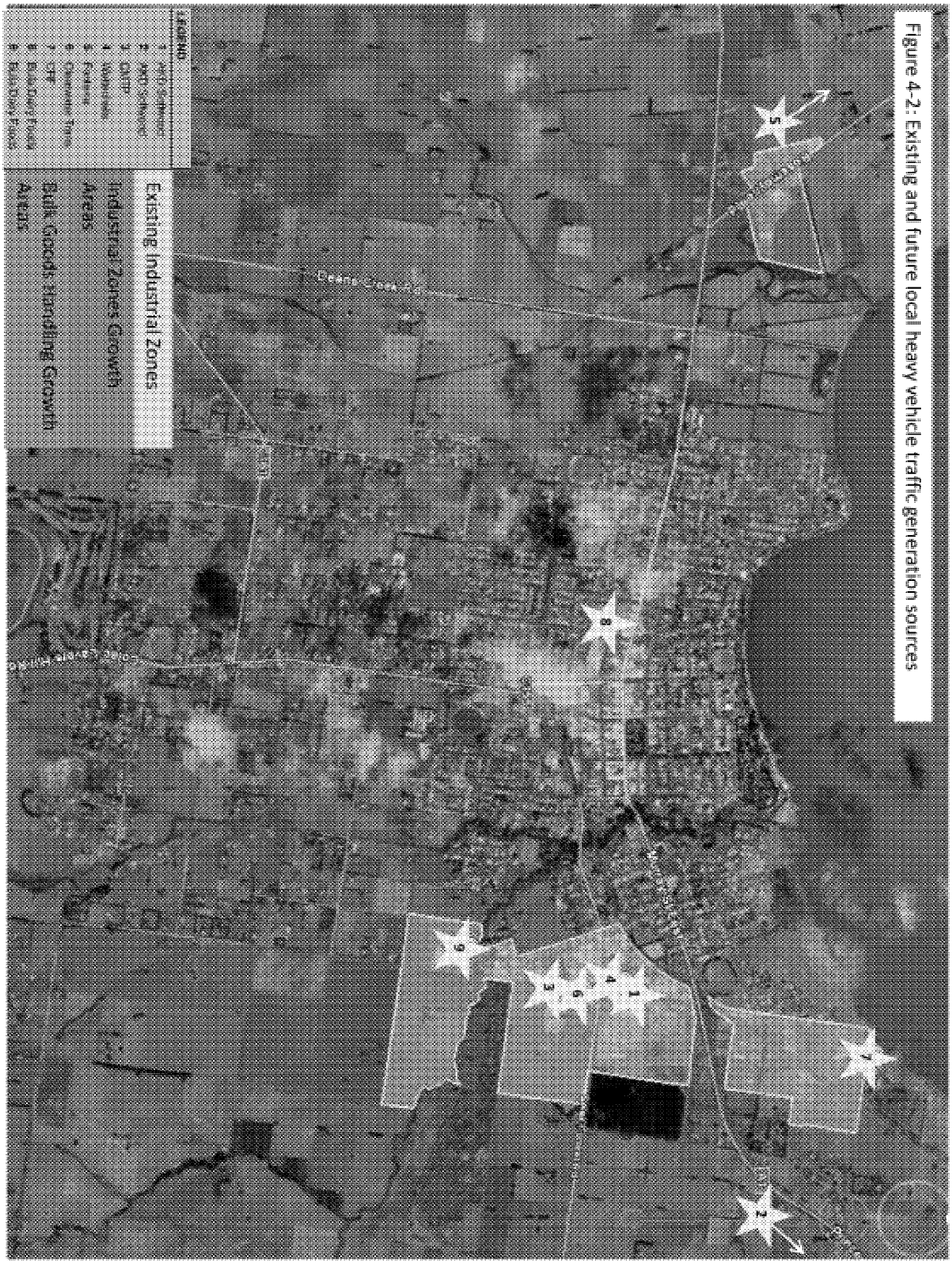
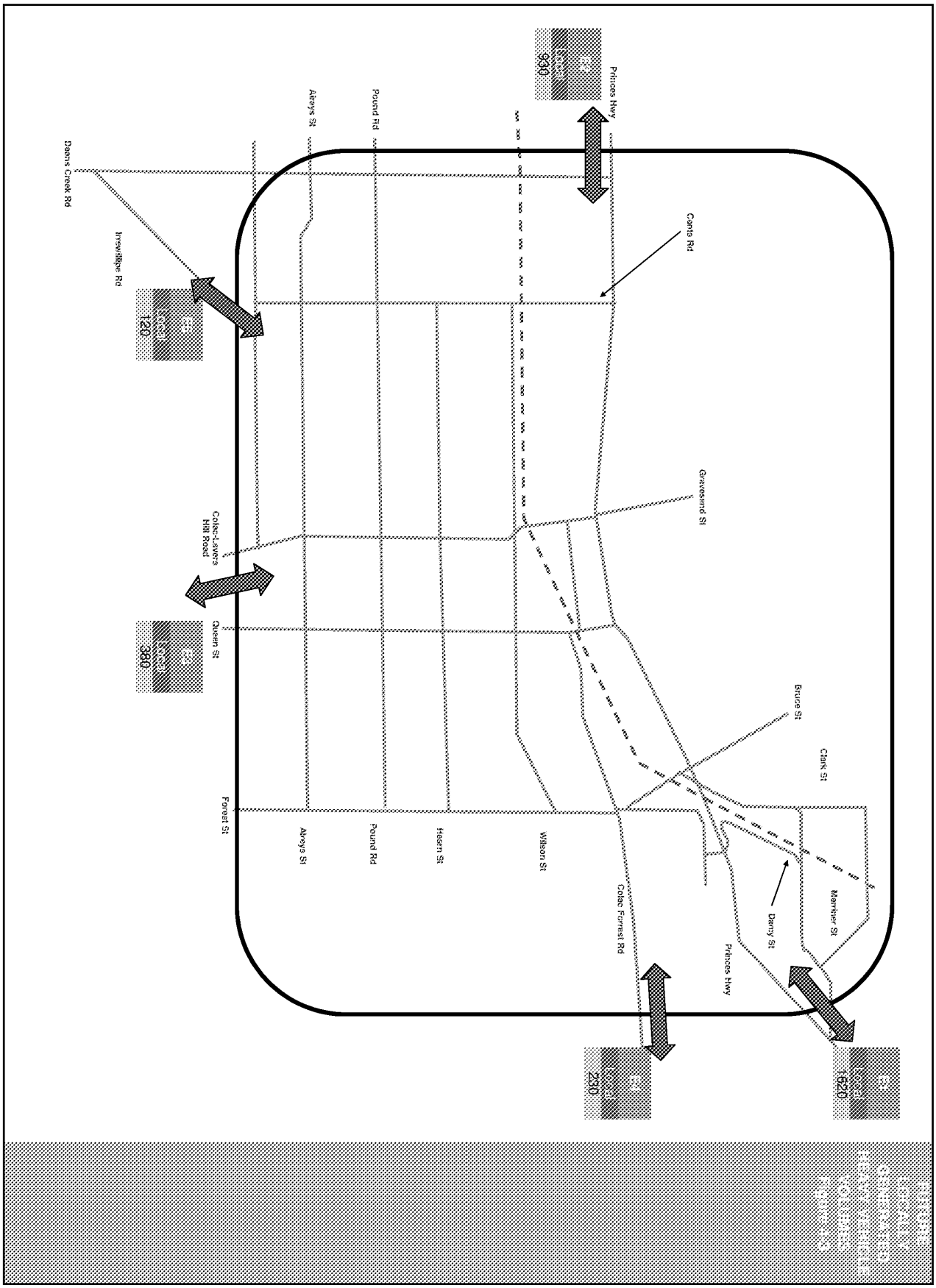
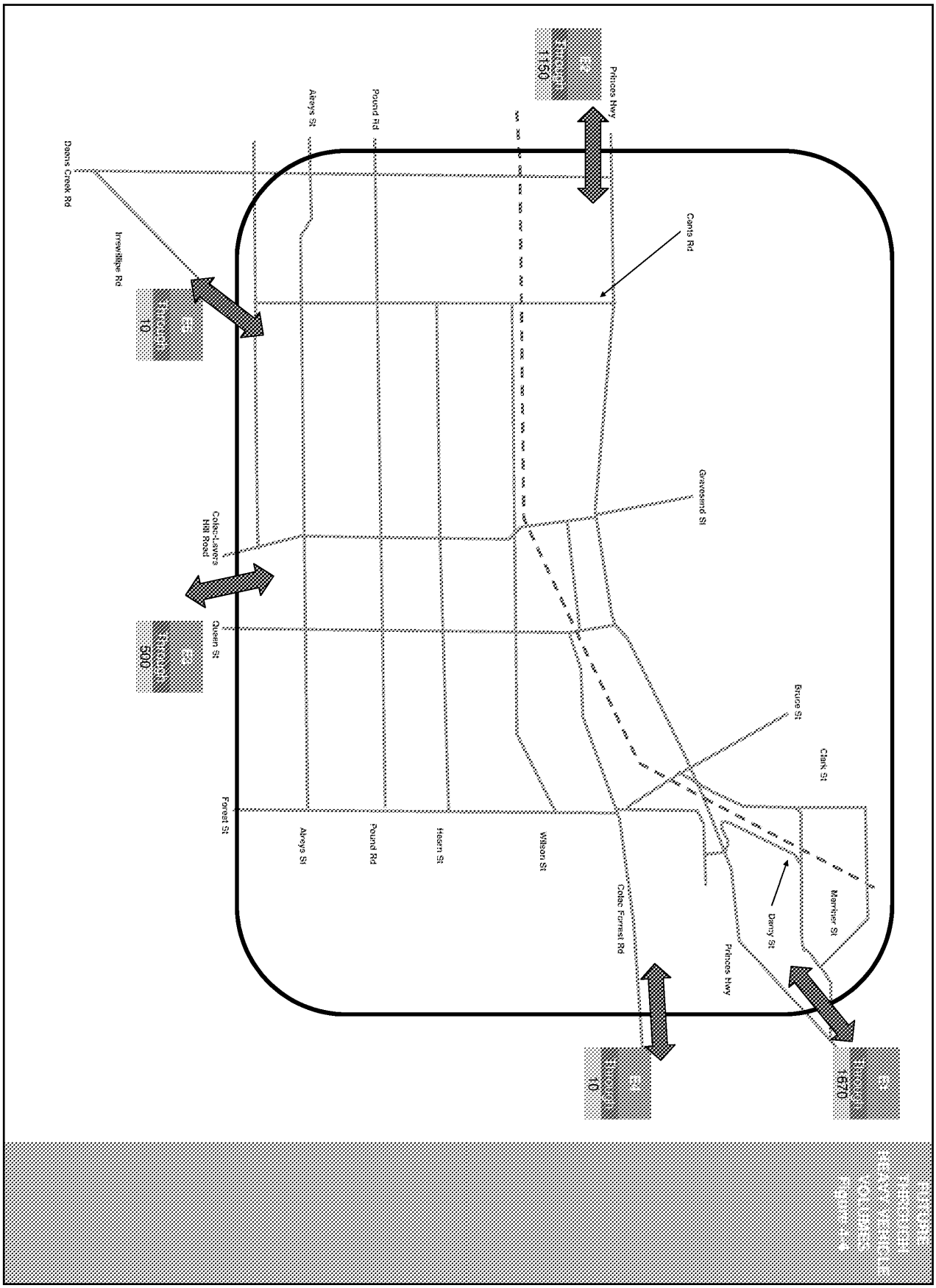
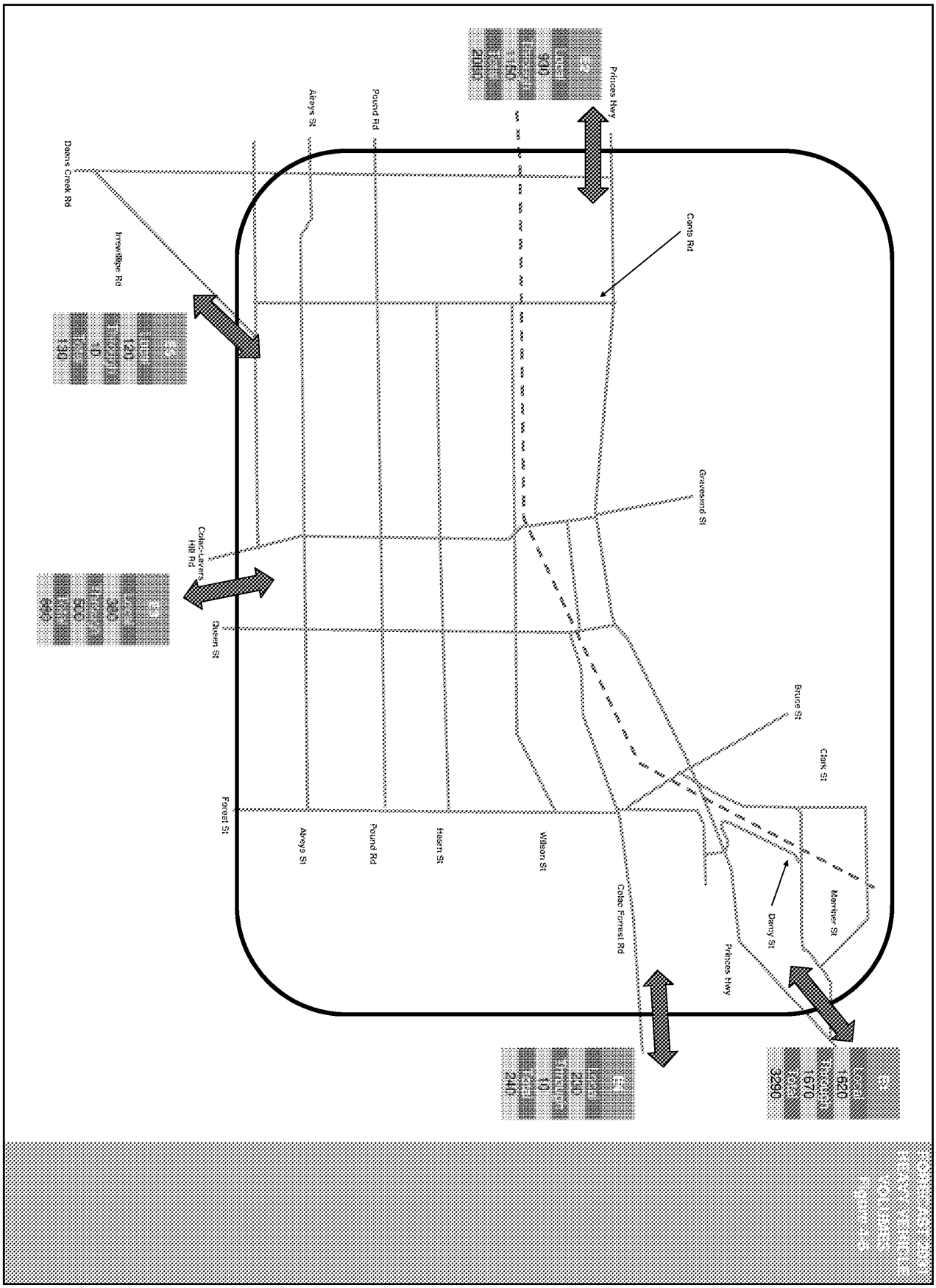


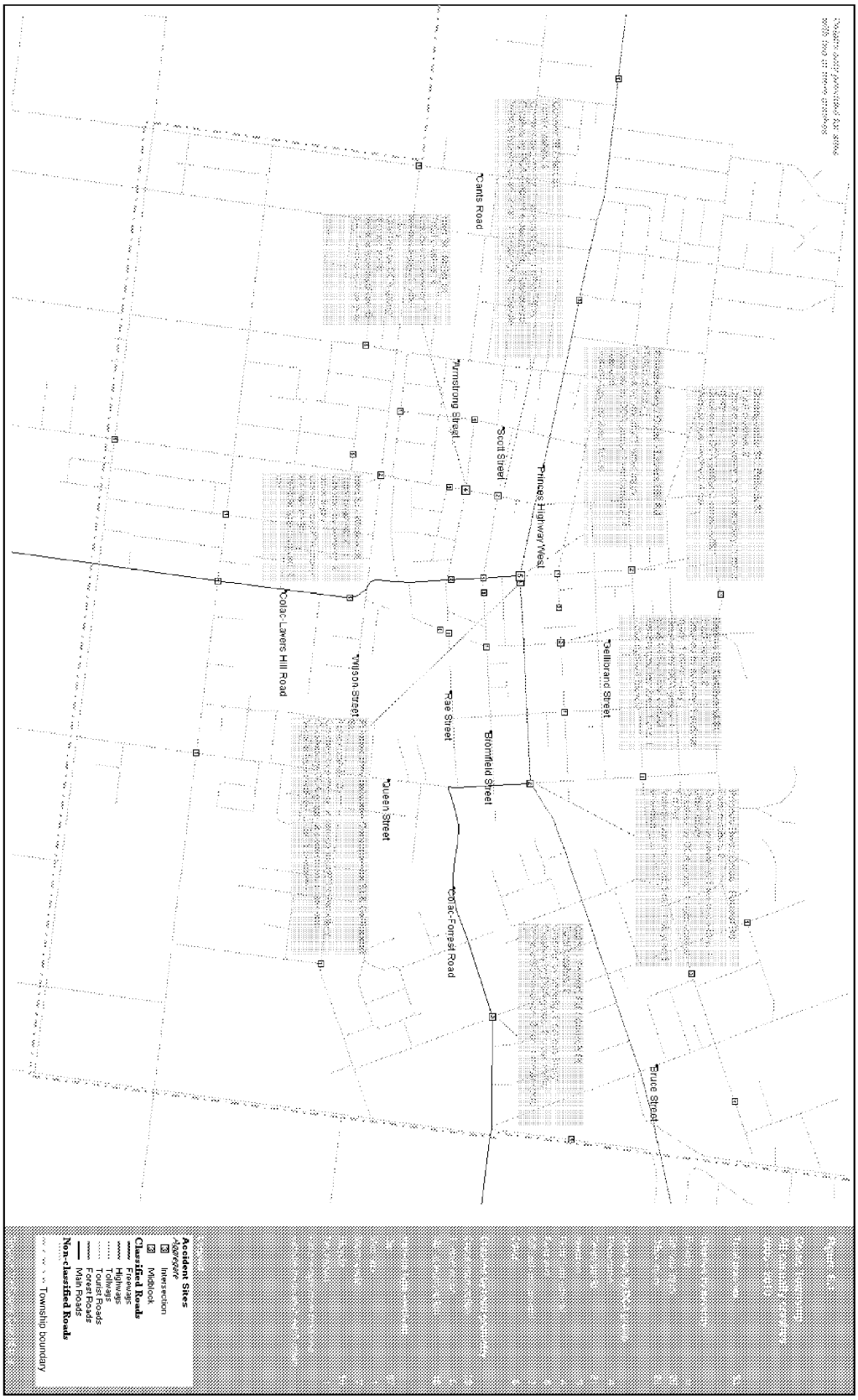
Figure 4-2: Existing and future local heavy vehicle traffic generation sources
Existing Industrial Zones
Industrial Zones Growth Areas
Bulk Goods Handling Growth Areas

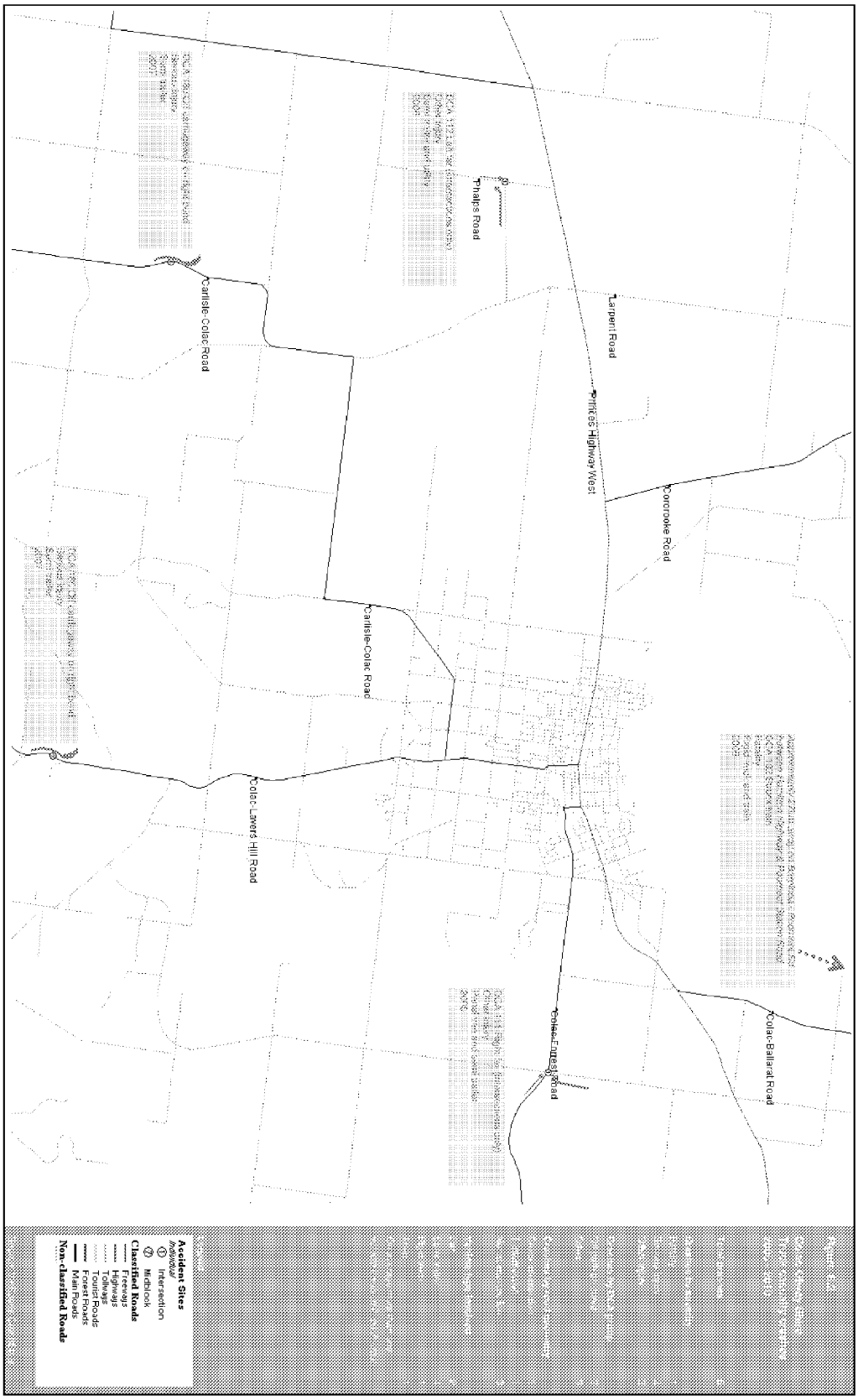

Princes Hwy
Pound Rd
Aireys St
Daens Creek Rd
Irrewillipe Rd
Cants Rd
Gravesend St
Colac-Lavers Hill Road
Queen St
Bruce St
Clark St
Forest St
Aireys St
Pound Rd
Hearn St
Wilson St
Colac Forrest Rd
Danny St
Mariner St
Princes Hwy
930
120
380
230
1620
FUTURE LOCALLY GENERATED HEAVY VEHICLE VOLUMES Figure 43

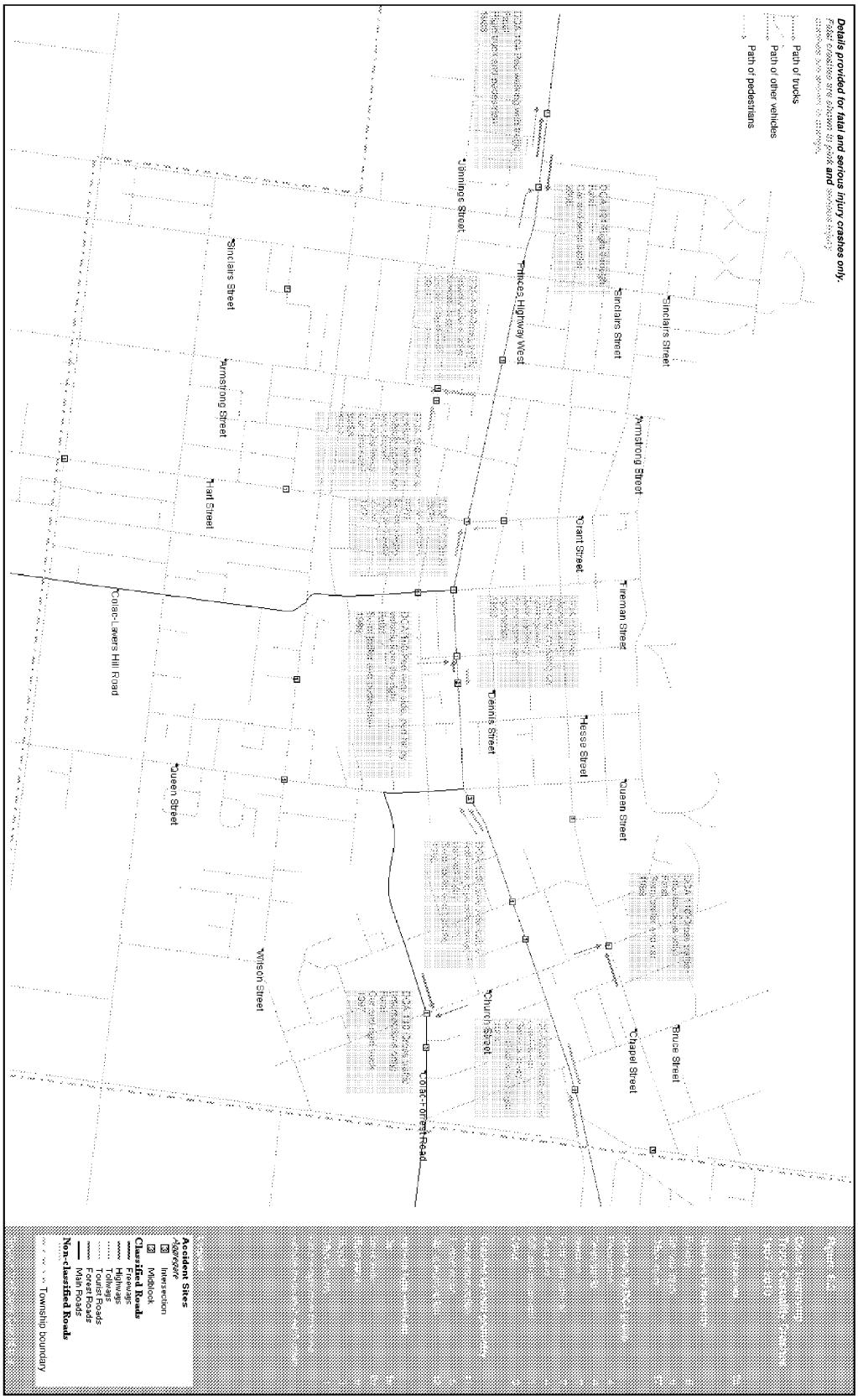

Princes Hwy
Pound Rd
Aireys St
Deans Creek Rd
Irrewillipe Rd
Cants Rd
Gravesend St
Colac-Lavers Hill Road
Queen St
Bruce St
Clark St
Forest St
Aireys St
Pound Rd
Hearn St
Wilson St
Colac Forrest Rd
Danny St
Mariner St
Princes Hwy
FUTURE THROUGH HEAVY VEHICLE VOLUMES Figure 4-4


Princes Hwy
Pound Rd
Aireys St
Daens Creek Rd
Irrewillipe Rd
Cants Rd
Gravesend St
Colac-Lavers Hill Rd
Queen St
Bruce St
Clark St
Forest St
Aireys St
Pound Rd
Hearn St
Wilson St
Colac Forrest Rd
Danny St
Mariner St
Princes Hwy
1620
1670
3290
240
10
230
Total
Loca
FORECAST 2031
HEAVY VEHICLE
VOLUMES
Figure 4-5

Appendix B
Crash Sites


Cants Road
Armstrong Street
Scott Street
Princes Highway West
Colac-Lavers Hill Road
Wilson Street
Rae Street
Bromfield Street
Queen Street
Colac-Forrest Road
Bellbird Street
Bruce Street
Accident Sites
Aggregate
Intersection
Midblock
Classified Roads
Freeways
Highways
Tollways
Tourist Roads
Forest Roads
Main Roads
Non-classified Roads
Township boundary


Phalps Road
Larpent Road
Carlisle-Colac Road
Princes Highway West
Corcrooke Road
Carlisle-Colac Road
Colac-Lavers Hill Road
Colac-Forrest Road
Colac-Ballarat Road
Accident Sites
Individual
Intersection
Midblock
Classified Roads
Freeways
Highways
Tollways
Tourist Roads
Forest Roads
Main Roads
Non-classified Roads


Details provided for fatal and serious injury crashes only.
Path of trucks
Path of other vehicles
Path of pedestrians
Sinclairs Street
Princes Highway West
Armstrong Street
Grant Street
Ireman Street
Hesse Street
Queen Street
Bruce Street
Chapel Street
Church Street
Colac-Forrest Road
Dennis Street
Wilson Street
Queen Street
Armstrong Street
Grant Street
Colac-Lavers Hill Road
Sinclairs Street
Jennings Street
Accident Sites
Aggregate
Intersection
Midblock
Classified Roads
Freeways
Highways
Tollways
Tourist Roads
Forest Roads
Main Roads
Non-classified Roads
Township boundary

Appendix C
Tube Count Results and ARX Classification

Site Number	Road Name	Location				Weekday 24 hour Volumes			Weekday AM Peak Hour Volumes			Weekday PM Peak Hour Volumes			Weekday AM Peak Hour Percentage	Weekday PM Peak Hour Percentage	Weekday 24 hour Percentage	Weekday AM Peak Hour Speed	Weekday PM Peak Hour Speed	Weekday 24 hour Speed	Period commenced		Period concluded
						A to B	B to A	Total	A to B	B to A	Total	A to B	B to A	Total									
1	Queen St	30 m	south	Wilson St	85%ile	2,466	2,223	4,689	31	23	54	13	11	24	43	34	30	64	1.15%	1.02%	0.52%	0.45%	1.65%	1.47%	54.3	47.7	8/04/2011	to	12/04/2011
					Average	2,430	2,831	6,261	71	55	126	33	9	42	104	63	167	2.00%		0.66%		2.67%		45.8	40.4	21/02/2011	to	22/02/2011
2	Queen St	30 m	north	Wilson St	85%ile	3,463	2,844	6,308	73	60	133	37	11	47	110	66	175	2.11%		0.78%		2.78%						
					Average	1,278	917	2,195	77	63	141	45	19	64	123	82	204	6.40%		2.90%		9.31%		54.3	43.2	8/04/2011	to	13/04/2011
3	Wilson St	30 m	west	Queen St	85%ile	1,364	977	2,341	85	72	157	50	22	72	130	89	219	6.69%		3.06%		9.37%						
					Average	3,326	2,637	5,963	28	22	49	46	26	72	74	48	122	0.83%		1.21%		2.04%		57.7	58.0	27/06/2011	to	29/06/2011
5	Queen St	10 m	south	Wallace St	85%ile	3,390	2,714	6,104	32	26	58	54	31	84	82	49	130	0.95%		1.38%		2.13%						
					Average	4,740	4,028	8,768	59	78	137	52	38	90	111	116	227	1.57%		1.03%		2.59%		51.8	50.5	9/02/2011	to	11/02/2011
6	Queen St	10 m	north	Rae St	85%ile	4,920	4,219	9,140	61	82	143	60	46	106	121	129	249	1.56%		1.16%		2.70%						
					Average	1,382	1,217	2,599	10	17	27	1	7	8	11	24	35	1.05%		0.30%		1.35%		28.2	30.4	9/02/2011	to	16/02/2011
7	Rae St	20 m	west	Queen St	85%ile	1,416	1,252	2,667	11	23	34	1	9	10	12	32	44	1.27%		0.37%		1.63%						
					Average	2,242	2,061	4,323	82	48	130	25	5	30	107	53	160	3.00%		0.69%		3.69%		56.1	40.7	9/02/2011	to	16/02/2011
8	Wallace St	20 m	east	Queen St	85%ile	2,317	2,167	4,483	92	56	148	32	7	39	117	64	181	3.31%		0.88%		4.04%						
					Average	3,859	3,927	7,786	32	72	104	64	33	97	96	105	201	1.34%		1.25%		2.59%		52.2	53.5	25/02/2011	to	2/03/2011
9	Gravesend St	60 m	south	Wilson St	85%ile	4,029	4,158	8,188	36	78	114	102	49	151	130	118	248	1.39%		1.84%		3.03%						
					Average	4,566	5,283	9,849	32	161	193	24	40	64	57	200	257	1.96%		0.65%		2.61%		41.7	45.7	25/02/2011	to	2/03/2011
10	Gravesend St	60 m	north	Wilson St	85%ile	4,773	5,562	10,384	39	239	278	27	55	82	66	292	358	2.69%		0.79%		3.46%						
					Average	1,232	1,215	2,446	2	2	3	1	1	2	3	2	5	0.13%		0.06%		0.19%		44.8	44.9	25/02/2011	to	2/03/2011
11	Wilson St	30 m	west	Gravesend St	85%ile	1,337	1,269	2,605	2	3	5	2	1	3	4	3	7	0.20%		0.12%		0.28%						
					Average	1,585	1,318	2,903	49	98	147	49	4	53	98	102	200	5.06%		1.83%		6.89%						
12	Wilson St	50 m	east	Gravesend St	85%ile	1,625	1,372	2,997	55	106	161	54	6	61	104	113	216	5.36%		2.02%		7.22%						
					Average	1,686	1,603	3,288	84	45	129	68	19	87	152	64	215	3.91%		2.64%		6.55%						
13	Colac - Forrest Rd	50 m	west	Forrest St	85%ile	1,817	1,734	3,551	101	48	150	72	20	91	168	68	235	4.22%		2.57%		6.63%		53.6	60.9	25/02/2011	to	2/03/2011
					Average	1,377	1,310	2,687	15	28	43	17	20	37	32	48	80	1.60%		1.38%		2.98%						
14	Colac - Forrest Rd	60 m	east	Forrest St	85%ile	1,414	1,353	2,766	20	34	53	23	22	45	42	55	98	1.92%		1.62%		3.52%		75.4	64.2	25/02/2011	to	2/03/2011
					Average	1,149	1,133	2,282	119	155	274	71	10	81	190	165	355	12.01%		3.56%		15.57%						
15	Forrest St	50 m	north	Colac - Forrest Rd	85%ile	1,172	1,143	2,315	132	158	290	72	12	84	204	170	374	12.54%		3.85%		16.14%		41.1	40.3	25/02/2011	to	2/03/2011
					Average	1,357	1,356	2,713	96	119	216	27	64	90	123	183	306	7.95%		3.33%		11.28%						
16	Forrest St	50 m	south	Colac - Forrest Rd	85%ile	1,375	1,387	2,762	103	130	233	29	65	94	130	193	323	8.43%		3.41%		11.89%		45.9	45.5	7/03/2011	to	9/03/2011
					Average	3,294	3,241	6,535	26	71	96	110	51	161	136	121	257	1.47%		2.46%		3.93%						
17	Gravesend St	50 m	south	Hearn St	85%ile	3,393	3,256	6,651	28	74	102	112	54	166	139	122	261	1.53%		2.49%		3.98%		55.4	56.0	15/03/2011	to	17/03/2011
					Average	3,789	3,907	7,696	28	102	130	108	49	157	136	151	286	1.68%		2.04%		3.72%						
18	Gravesend St	50 m	north	Hearn St																								

Site	Road	Location				Total			Medium vehicle (4.5t)			Heavy vehicle			Medium + Heavy			% Medium vehicle	% Heavy vehicle	% Heavy & Med vehicle	[illegible]			Dates (excluding weekends)		
						A to B	B to A	Both	A to B	B to A	Both	A to B	B to A	Both	A to B	B to A	Both				A to B	B to A	Both			
18	Gravesend St	50 m	north	Hearn St	85tile	3,889	3,969	7,858	30	113	144	108	54	163	139	159	298	1.83%	2.07%	3.79%	55.5	58.2		15/03/2011	to	17/03/2011
19	Hearn St	30 m	east	Gravesend St	Average	759	629	1,388	2	2	4	1	1	1	3	2	5	0.27%	0.09%	0.36%						
19	Hearn St	30 m	east	Gravesend St	85tile	903	731	1,633	4	3	6	1	2	3	5	4	9	0.37%	0.16%	0.53%	46.4	35.5		11/03/2011	to	16/03/2011
20	Hearn St	50 m	west	Gravesend St	Average	730	711	1,441	4	4	8	0	0	0	4	4	9	0.57%	0.00%	0.59%						
20	Hearn St	50 m	west	Gravesend St	85tile	826	816	1,642	7	7	13	0	1	1	7	7	14	0.82%	0.06%	0.85%	50.1	43.7		11/03/2011	to	16/03/2011
21	Pound Rd	10 m	east	Gravesend St	Average	828	741	1,569	20	9	29	2	0	2	22	9	31	1.86%	0.13%	1.96%						
21	Pound Rd	10 m	east	Gravesend St	85tile	864	764	1,628	33	12	45	2	0	2	35	12	46	2.76%	0.12%	2.85%	33.3	22.3		18/03/2011	to	23/03/2011
22	Pound Rd	30 m	west	Gravesend St	Average	832	818	1,651	11	7	17	1	1	2	12	8	19	1.05%	0.12%	1.17%						
22	Pound Rd	30 m	west	Gravesend St	85tile	947	935	1,882	12	7	19	2	2	4	14	9	23	1.03%	0.20%	1.23%	40.7	40.5		8/04/2011	to	12/04/2011
23	Gravesend St	50 m	north	Pound Rd	Average	2,951	2,839	5,789	21	52	73	92	30	122	113	82	195	1.26%	2.11%	3.36%						
23	Gravesend St	50 m	north	Pound Rd	85tile	2,987	2,880	5,867	23	58	81	103	33	136	127	87	213	1.38%	2.31%	3.64%	61.5	58.1		21/03/2011	to	24/03/2011
24	Gravesend St	50 m	south	Pound Rd	Average	2,767	2,648	5,414	12	57	69	80	31	111	92	88	180	1.27%	2.05%	3.32%						
24	Gravesend St	50 m	south	Pound Rd	85tile	2,797	2,675	5,472	13	63	76	85	34	118	96	94	190	1.39%	2.16%	3.46%	58.6	58.3		21/03/2011	to	24/03/2011
25	Aireys St	50 m	east	Gravesend St	Average	521	543	1,064	6	21	27	7	9	16	13	30	43	2.54%	1.48%	4.02%						
25	Aireys St	50 m	east	Gravesend St	85tile	544	562	1,106	8	23	31	9	12	21	17	34	51	2.78%	1.87%	4.58%	49.2	60.3		25/03/2011	to	30/03/2011
26	Aireys St	50 m	west	Gravesend St	Average	269	289	558	6	3	9	3	1	3	9	3	12	1.61%	0.54%	2.15%						
26	Aireys St	50 m	west	Gravesend St	85tile	283	321	604	9	4	13	5	1	6	11	5	16	2.20%	0.97%	2.59%	54.7	42.1		25/03/2011	to	30/03/2011
27	Gravesend St	50 m	north	Aireys St	Average	2,515	2,409	4,923	15	71	86	111	45	156	126	116	241	1.74%	3.16%	4.90%						
27	Gravesend St	50 m	north	Aireys St	85tile	2,579	2,464	5,042	17	78	95	116	50	167	131	127	256	1.88%	3.31%	5.11%	59.1	59.7		28/03/2011	to	31/03/2011
28	Gravesend St	50 m	south	Aireys St	Average	2,674	2,464	5,138	25	82	107	60	49	108	85	131	215	2.08%	2.11%	4.19%						
28	Gravesend St	50 m	south	Aireys St	85tile	2,749	2,531	5,281	30	91	121	75	55	129	99	144	243	2.29%	2.45%	4.60%	55.1	56.7		28/03/2011	to	31/03/2011
29	Irrewillipe Rd	90 m	west	Gravesend St	Average	806	667	1,473	16	9	24	11	5	16	26	14	40	1.65%	1.09%	2.74%						
29	Irrewillipe Rd	90 m	west	Gravesend St	85tile	835	697	1,532	17	10	27	13	6	19	27	16	44	1.75%	1.23%	2.84%	60.2	59.6		4/04/2011	to	6/04/2011
30	Gravesend St	60 m	north	Irrewillipe Rd	Average	2,442	2,365	4,807	22	71	93	92	49	141	114	120	233	1.92%	2.93%	4.85%						
30	Gravesend St	60 m	north	Irrewillipe Rd	85tile	2,562	2,507	5,069	28	82	110	104	52	157	126	134	260	2.17%	3.09%	5.13%	62.5	54.1		1/04/2011	to	6/04/2011
31	Gravesend St	50 m	south	Irrewillipe Rd	Average	2,007	1,998	4,005	11	78	89	65	50	115	76	128	204	2.21%	2.88%	5.09%						
31	Gravesend St	50 m	south	Irrewillipe Rd	85tile	2,129	2,116	4,245	14	88	102	72	55	126	81	138	219	2.41%	2.97%	5.15%	68.4	50.0		1/04/2011	to	6/04/2011
32	Clark St	200 m	north	Bruce St	Average	342	366	707	13	11	24	22	15	37	35	26	61	3.36%	5.23%	8.59%						
32	Clark St	200 m	north	Bruce St	85tile	358	385	743	15	15	30	25	19	44	37	31	68	4.09%	5.97%	9.14%	62.7	63.5		15/04/2011	to	20/04/2011
33	Gallop St	30 m	north	Princes Hwy	Average	536	540	1,077	33	19	51	4	2	6	37	21	58	4.77%	0.59%	5.37%						
33	Gallop St	30 m	north	Princes Hwy	85tile	549	556	1,105	38	24	62	5	4	9	42	25	67	5.63%	0.78%	6.05%	38.0	27.6		29/04/2011	to	5/05/2011
34	Marriner St	100 m	east	Darcy St	Average	194	171	365	14	12	26	4	2	6	17	14	32	7.07%	1.64%	8.71%						
34	Marriner St	100 m	east	Darcy St	85tile	209	185	394	18	16	34	5	3	8	21	19	40	8.67%	2.08%	10.19%	82.0	62.8		14/04/2011	to	20/04/2011

Site	Road	Location				Total			Medium vehicle [illegible]			Heavy vehicle [illegible]			Medium + Heavy			% Medium vehicle	% Heavy vehicle	% Heavy & Med vehicle	[illegible] km/hr			Dates (excluding weekends)		
						A to B	B to A	Both	A to B	B to A	Both	A to B	B to A	Both	A to B	B to A	Both				A to B	B to A	Both			
35	Treatment Works Rd	60 m	west	Marriner St	Average	260	284	544	17	20	36	14	15	28	30	34	65	6.66%	5.19%	11.86%						
35	Treatment Works Rd	60 m	west	Marriner St	85tile	271	294	565	22	23	45	19	17	36	38	37	75	7.92%	6.34%	13.28%	58.8	46.9		15/04/2011	to	20/04/2011
36	Baillie St	50 m	south	Princes Hwy	Average	620	981	1,601	72	149	221	89	42	130	161	190	352	13.81%	8.14%	21.96%						
36	Baillie St	50 m	south	Princes Hwy	85tile	668	1,020	1,688	79	163	242	92	45	137	167	204	371	14.34%	8.13%	21.98%	33.8	36.2		29/04/2011	to	5/05/2011
36A	Murray St	at		Sinclair St	Average	4,765	4,911	9,676	71	66	137	236	277	512	307	343	650	1.42%	5.30%	6.71%						
36A	Murray St	at		Sinclair St	85tile	4,950	5,255	10,205	75	71	147	251	294	544	324	365	688	1.44%	5.33%	6.74%	60.6	59.7		16/03/2011	to	23/03/2011
37	Princess Hwy	100 m	west	Gallop St	Average	4,715	4,464	9,180	145	60	205	324	298	622	469	358	827	2.23%	6.78%	9.01%						
37	Princess Hwy	100 m	west	Gallop St	85tile	4,877	4,830	9,707	160	68	228	338	311	649	488	368	857	2.34%	6.68%	8.83%	59.7	72.7		29/04/2011	to	5/05/2011
38	Princess Hwy	50 m	east	Gallop St	Average	4,461	4,042	8,503	95	102	197	330	351	681	425	453	878	2.32%	8.01%	10.33%						
38	Princess Hwy	50 m	east	Gallop St	85tile	4,579	4,353	8,932	105	109	214	339	361	700	438	459	897	2.39%	7.83%	10.04%	61.6	79.9		29/04/2011	to	5/05/2011
39	Murray St	60 m	east	Queen St	Average	5,389	5,374	10,762	122	56	178	251	297	548	373	353	726	1.65%	5.09%	6.74%						
39	Murray St	60 m	east	Queen St	85tile	5,587	5,594	11,181	124	60	184	262	308	569	384	363	746	1.65%	5.09%	6.68%	56.0	52.6		9/05/2011	to	12/05/2011
42	Queen St	50 m	south	Murray St	Average	2,955	2,412	5,367	93	66	160	32	33	66	126	100	225	2.97%	1.22%	4.20%						
42	Queen St	50 m	south	Murray St	85tile	3,636	3,274	6,911	107	95	202	43	51	94	149	138	287	2.92%	1.35%	4.16%	55.2	47.8		9/05/2011	to	12/05/2011
43	Murray St	50 m	east	Corangamite St	Average	5,573	5,986	11,559	142	225	367	275	96	370	417	320	737	3.17%	3.20%	6.38%						
43	Murray St	50 m	east	Corangamite St	85tile	5,995	6,326	12,321	152	230	381	287	102	389	426	332	758	3.10%	3.16%	6.16%	45.4	37.8		18/05/2011	to	20/05/2011
44	Coranamite St	30 m	south	Murray St	Average	3,300	3,901	7,201	29	37	66	20	22	42	48	60	108	0.92%	0.58%	1.50%						
44	Coranamite St	30 m	south	Murray St	85tile	3,534	4,085	7,619	35	39	74	24	23	47	53	61	114	0.96%	0.61%	1.50%	36.9	44.2		18/05/2011	to	20/05/2011
45	Colac - Forrest Rd		east	Drapers St	Average			2,155			38			71			109	1.76%	3.29%	5.06%			111.6			
45	Colac - Forrest Rd		east	Drapers St	85tile			2,155			38			71			109	1.76%	3.29%	5.06%			111.6	3/06/2011	to	3/06/2011
46	Drapers St		north	Colac-Forrest Rd	Average			324			14			13			26	4.21%	3.91%	8.12%			65.8			
46	Drapers St		north	Colac-Forrest Rd	85tile			356			18			15			33	5.12%	4.08%	9.20%			66.1	3/06/2011	to	7/06/2011
47	Wilson St		west	Forest St	Average			47			2			0			2	4.66%	0.00%	4.66%			19.1			
47	Wilson St		west	Forest St	85tile			62			4			0			4	7.12%	0.00%	7.12%			20.7	7/09/2011	to	13/09/2011
48	Forest St	between	north	Hearn St and Wilson St	Average			1,615			32			34			66	1.99%	2.09%	4.09%			76.1			
48	Forest St	between	north	Hearn St and Wilson St	85tile			1,694			43			37			75	2.51%	2.18%	4.42%			76.3	7/09/2011	to	13/09/2011
49	Princes Hwy		west	Rossmoyne St	Average	3,497	3,364	6,861	67	56	123	283	289	572	350	345	695	1.80%	8.33%	10.13%						
49	Princes Hwy		west	Rossmoyne St	85tile	3,871	3,489	7,359	71	60	131	289	302	590	356	358	714	1.78%	8.02%	9.70%	78.4	76.3		10/6/2011	to	16/06/2011
50	Rossmoyne St		north	Princes Hwy	Average	952	935	1,887	16	12	28	14	17	32	31	29	60	1.50%	1.67%	3.17%						
50	Rossmoyne St		north	Princes Hwy	85tile	1,040	1,023	2,063	21	17	38	19	19	38	39	36	74	1.83%	1.84%	3.60%	75.0	80.9		10/06/2011	to	22/06/2011
51	Princes Hwy		east	Rossmoyne St	Average	4,440	4,651	9,091	57	70	127	292	289	582	350	359	709	1.40%	6.40%	7.80%						
51	Princes Hwy		east	Rossmoyne St	85tile	4,639	5,095	9,734	62	76	138	297	296	593	358	364	722	1.41%	6.09%	7.41%	78.0	80.2		10/06/2011	to	15/06/2011
52	Scott St	between		Laneway & Murray St	Average	1,518	1,299	2,817	14	12	26	4	1	5	18	13	31	0.91%	0.18%	1.09%						
52	Scott St	between		Laneway & Murray St	85tile	1,548	1,314	2,862	16	15	31	5	3	8	21	15	35	1.08%	0.26%	1.23%	37.6	39.0		27/06/2011	to	29/06/2011
53	Connor S	between		Scott St & Hart St	Average	1,926	1,550	3,476	4	10	14	2	5	7	6	15	21	0.39%	0.20%	0.59%						
53	Connor S	between		Scott St & Hart St	85tile	1,966	1,587	3,553	4	13	17	3	6	9	7	18	24	0.47%	0.25%	0.68%	49.0	51.8		27/06/2011	to	29/06/2011
54	Hart St	between		Connor St & Murray St	Average	214	6	220	4	1	4	0	0	0	4	1	5	1.90%	0.15%	2.05%						
54	Hart St	between		Connor St & Murray St	85tile	304	10	314	4	1	5	1	0	1	5	1	6	1.67%	0.22%	1.90%	26.5	16.2		27/06/2011	to	29/06/2011
55	Forest St	between		Hearn St and Pound Rd	Average			1,177			21			9			30	1.78%	0.74%	2.52%			82.8			
55	Forest St	between		Hearn St and Pound Rd	85tile			1,219			27			10			37	2.24%	0.80%	3.03%			83.1	9/09/2011	to	13/09/2011
56	Forest St	between		Pound Rd and Aireys St	Average			803			28			16			43	3.46%	1.93%	5.39%			74.1			
56	Forest St	between		Pound Rd and Aireys St	85tile			848			36			23			56	4.22%	2.72%	6.56%			74.5	28/07/2011	to	2/08/2011

Site	Road	Location				Total			[illegible]			[illegible]			[illegible]			[illegible]	[illegible]	[illegible]	[illegible]			Dates (excluding weekends)
						A to B	B to A	Both	A to B	B to A	Both	A to B	B to A	Both	A to B	B to A	Both				A to B	B to A	Both	
57	Aireys St	between		Queen St and Forest St	Average			810			13			4			17	1.63%	0.49%	2.12%			79.6	
57	Aireys St	between		Queen St and Forest St	85tile			833			20			5			22	2.35%	0.65%	2.66%			80.3	7/09/2011 to 13/09/2011
58	Pound Rd	between		Queen St and Forest St	Average			456			3			5			8	0.70%	1.10%	1.80%			74.6	
58	Pound Rd	between		Queen St and Forest St	85tile			478			5			9			12	1.01%	1.80%	2.55%			75.0	12/08/2011 to 18/08/2011
59	Hearn St	between		Queen St and Forest St	Average			345			2			1			3	0.58%	0.17%	0.75%			75.5	
59	Hearn St	between		Queen St and Forest St	85tile			361			3			1			4	0.89%	0.28%	1.05%			75.9	12/08/2011 to 18/08/2011
60	Queen St	between		Wallace St and Wilson St	Average			5,963			49			72			122	0.83%	1.21%	2.04%			57.6	
60	Queen St	between		Wallace St and Wilson St	85tile			6,100			58			84			130	0.95%	1.38%	2.13%			57.9	27/06/2011 to 29/06/2011
61	Deans Creek Rd	between		Princes Hwy and Deans Creek	Average			722			33			24			57	4.54%	3.29%	7.83%			115.0	
61	Deans Creek Rd	between		Princes Hwy and Deans Creek	85tile			736			36			26			63	4.95%	3.55%	8.50%			115.4	28/07/2011 to 2/08/2011
4	Wilson St	50 m	east	Queens St	Average			2,513			53			16			69	2.09%	0.64%	2.73%			49.9	
4	Wilson St	50 m	east	Queens St	85tile			2,675			54			19			73	2.03%	0.70%	2.73%			50.0	21/02/2011 to 23/02/2011

Appendix D
VicRoads Colac Freight Survey

VicRoads – Colac Freight Questionnaire

Thank you for taking part in this survey. Its purpose is to assist in identifying the amount of long distance freight trips that pass through Colac.

The survey involves completing the questionnaire, marking your current and future freight routes on the attached map and returning both via the prepaid envelope.

Alternatively, you can provide the information by discussing it with Brendan Grace of VicRoads either by telephone or at your office.

VicRoads contact: Brendan Grace (telephone: 03 5225 2504; email Brendan.grace@roads.vic.gov.au

1. **Please provide Company information to enable us to contact you if necessary.**

Company Name	
Contact Name	
Contact Phone Number	
Email address	

Current freight traffic travelling through Colac

2. **Do your company's trucks currently travel through Colac? YES/NO**

3. **If YES, please indicate below which roads you use and the approximate number of trips through Colac per week.**

Road Name	Yes/ No	Number of trips per week
Princes Highway (Murray Street)		
Colac-Forrest Road (Queen St, Wallace St)		
Colac- Lavers Hill Road (Corangamite St, Gravesend St)		
Other roads – please list		

1

4. **Where do your freight trips that pass through Colac start and end? How many of these trips include a stop in Colac?** (Please list below & mark on the map)

Start and end of trip (e.g. Melbourne to Warrnambool)	**How many trips stop in Colac?** (e.g. 25% trips stop in Colac)

Future freight traffic movements after opening of Geelong Ring Road

The Geelong Ring Road will open from Corio to Hamilton Highway in December 2008 and will open to Princes Highway at Waurn Ponds in late 2009.

5. **Will your current freight routes change after the opening of the Geelong Ring Road?**

YES/NO

6. **If YES, please indicate which trips will change and the new route that will be taken.** (Please mark on map also)

Current Freight route (e.g. Melbourne to Warrnambool via Princes Highway)	***New Route after Ring Road open*** (e.g. Hamilton Highway to Cressy, then to Camperdown & Warrnambool)

7. **Do you expect the number of your freight trips in or around Colac to increase in the next 5 years?**

YES/NO

8. **If YES, what is the expected increase? (e.g. 5 extra trips per week or 10% increase)**

Improvements to the road network

9. **Would road network improvements cause you to change any of your freight routes? If so, please indicate what road improvements are needed?**

Road improvement needed (e.g. Foxhow Road widened to provide 2 lanes for its full length)	**Change in freight route** (e.g. will use Hamilton Hwy & Foxhow instead of Princes Hwy through Colac)

Upgrading of Princes Highway to a 4 lane divided road

There is a commitment to upgrade the Princes Highway to 4 lanes as far as Winchelsea.

10. **When the Princes Highway is widened to 4 lanes to Winchelsea, would you be more likely to use this road as a freight route instead of other routes such as the Hamilton Highway?**

YES/NO

11. **If you have any other comments, please provide them below.**

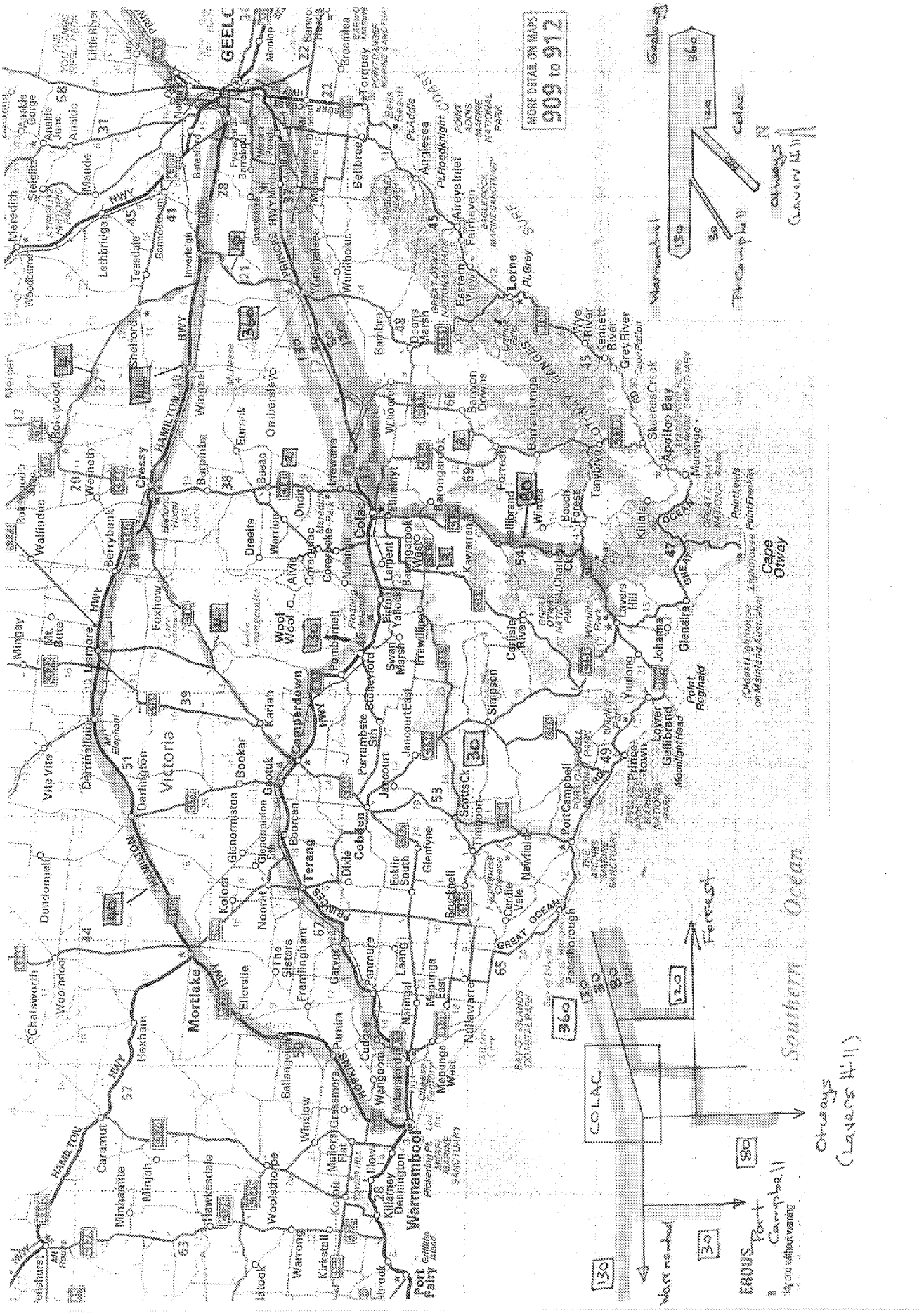
Thank you for your assistance.

COLAC FREIGHT QUESTIONNAIRE - SUMMARY OF OPERATOR RESPONSES

Freight Operator	Number of trucks using Princes Hwy in Colac (vehicles/day)			Do trucks stop in Colac?	Start & end destination of trips	Impact of road improvements on choice of freight route			Will freight trips increase in next 5 years?	Road improvements needed	Comments
	Before GRR open (2008)	GRR open to Hamilton Hwy	GRR open to Waurn Ponds			GRR open to Hamilton Hwy	GRR open to Waurn Ponds	Princes Highway duplicated			
Amezdroz	50	50	50	Y Most trips start or end in Colac	Colac to Geelong & Melbourne.	Some trucks may use Inverleigh-Winchelsea Rd to Hamilton Hwy instead of PHW	More likely to use Princes Hwy instead of other routes	More likely to use Princes Hwy instead of other routes	Y	No traffic signals at Waurn Ponds end of GRR	Use Colac-Forrest Rd (Wallace St & Queen St) to access PHW
Clearwater Logging & Transport Company	90	90	90	N	Lavers Hill & Mt Gambier to Geelong (Corio)	No change	Use GRR Waurn Ponds to Corio	N	N	_	Trucks from Lavers Hill enter PHW at Queen St & do not enter main shopping strip
Kalari	18	12	18	N	Portland/Mt Gambier to Melbourne	Some trucks moved to Hopkins Hwy & Hamilton Hwy (6/day)	Some trucks will revert to PHW (6/day)	Y	Y 5% pa	Improved maintenance & better construction standards	
K & S Freighters Pty Ltd	12	12	15	N	Mt Gambier to Melbourne & Melbourne to Portland	Unsure	Some drivers may switch to PHW	N	N	Rest stops	Some drivers travel via Ballarat at present
McColls	6	6	6	25% Some trips end in Colac	Geelong to Colac Melbourue/Geelong to Warrnambool/Allansford	Unsure	Unsure	N	N	_	
Midfield Meat Transport Pty Ltd	15	15	15	1 - 5%	Melbourne to Warrnambool & return	Nil	Nil	N	N	_	
Murray Goulburn Pty Ltd	10	10	10	2 - 10%	Koroit to Melbourne Koroit to Forest Koroit to Becac	Koroit-Melbourne trucks currently using Fyansford-Corio Rd will use GRR from Fyansford	PHW trucks will use GRR	Y	7 trips/week	Princes Hwy Colac to Warrnambool	
Mount Noorat Freighters	5	0	5	N	Terang to Melbourne & Sydney	Trucks will use Foxhow Rd & Hamilton Hwy instead of PHW	Trucks will revert to PHW	N	N	PHW overtaking lanes, Hamilton Hwy & Foxhow Rd	
Patons Transport	10	4	10	N	Warrnambool to Melbourne	Most trucks moved from PHW to Hopkins Hwy/Hamilton Hwy	Trucks will revert to PHW	Y	Unsure	Upgrade PHW	Drivers generally prefer PHW & will use it if not delayed
Peach's Livestock Pty Ltd	0	0	0								No longer operating
Porthaul Pty Ltd	2	1	2	N	Portland to Sydney & Melbourne	Nil	Nil	Y	Y	_	
Scotts Transport	10	10	10	N	Mt Gambier to Melbourne	Nil	Nil	Y see comments	N	_	Extra 10 trucks/day travel via Ballarat. May use PHW if upgraded
Ryan's Freighters Pty Ltd	60	50	60	10%	Warrnambool/Portland/Mt Gambier to Melbourne	Some trucks moved to Hopkins Hwy & Hamilton Hwy	Some trucks will revert to PHW	N	Unsure	_	Currently 20 veh/day via Hamilton Hwy
Tim Clifford Transport Pty Ltd	1	1	2	Y Most trips start or end in Colac	Camperdown to Colac Camperdown to Melbourne	Trucks moved to Foxhow Rd & Hamilton Hwy	Trucks will revert to PHW (prefer PHW – wider)	Y	N	Widen Foxhow Rd	Camperdown to Melbourne now use Foxhow Rd & Hamilton Hwy
Warrnambool Cheese & Butter Factory Pty Ltd	0	0	0								Trucks do not enter Colac.
Wettenhall Transport	70	70	70	Y Most trips start or end in Colac	Colac to Geelong/Melbourne/ Warrnambool/Adelaide Lara to Colac	Nil	Will use GRR from PHW to Lara	N	Y	_	Do not use Hamilton Hwy
Woodside Energy	30	30	30	N	Port Campbell to Geelong (Corio)/Melbourne	Nil	Will use GRR from PHW to Corio	N	N	N	Gas condensate & LPG transport

Legend
GRR – Geelong Ring Road
PHW – Princes Highway West

O:\SC\SC020-Local Strategies\124 - Colac Freight Questionnaire\summary of responses.doc


MORE DETAIL ON MAPS
909 to 912
Colac
Warrnambool
Port Campbell
Cape Otway
Southern Ocean
Victoria
Mortlake
Cobden
Camperdown
Terang
Cressy
Lorne
Apollo Bay
Port Fairy
Warrnambool
Port Campbell
Otways (Lavers Hill)
Forrest
COLAC
EROUS
Geelong
Colac
Otways (Lavers Hill)
Warrnambool
Port Campbell
Otways
Lavers Hill

Appendix E
Local Industry Survey Results

Local Survey Results

Table D-1: Local Industry Daily and Weekly Heavy Vehicle Trip Generation

Heavy vehicle generation	Heavy vehicle trips per day	Heavy vehicle trips per week	Additional notes
AKD Softwood Forest St	102	500	--
AKD Softwood Princes Hwy	40	200	--
CMTP Forest St	20 – 30	100 – 150	--
Wettenhalls Wallace St	30 – 60	150 – 300	--
Fonterra Factory Rd	52	364	
Clearwater Transport Forest St	128	640	Heavy vehicle movements are subject to seasonal trends. There is increased use of Colac – Lavers Hill Road from November to May (2 to 3 months). Further, in winter months, Murray Street is constantly used by CMTP traffic. Information obtained from CMTP also indicates that additional CMTP movements occur within Colac, which do not originate or end at the depot.

aurecon Leading. Vibrant. Global.

Heavy vehicle generator	Heavy vehicles (two-way) per day	Heavy vehicle trips per week	Additional notes
CRF – Meat Works Tristinia Dr	50	250-300	
Bulla Dairy Foods Connor St	106*	-	Vehicle per day and week data did not correspond with breakdown of vehicle trips.
Bulla Dairy Foods Forest St	274*	-	Vehicle per day and week data did not correspond with breakdown of vehicle trips.

*calculated from breakdown of trips.

Table 4-3: Local Industry Heavy Vehicle Routes Used

[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
AKD Softwood - Forest St	50%	5%	20%	0%	25%	25%	
AKD Softwood - Princes Hwy	50%	5%	20%	0%	25%	25%	
CMTP – Arrivals - Forest St	30%	0%	0%	0%	70%	70%	
CMTP – Departures - Forest St	50%	0%	0%	0%	50%	50%	
Wettenhalls - Wallace St	80%	5 – 10% *[1]*	0%	0%	60 - 70%	70 – 80%	
Fonterra - Factory Rd	11%	0%	10%	20%	70%	11% + 50% *[2]*	
Clearwater Transport - Forest St	100%	5%	65% *[3]*	10%	40%	100%*[4]*	
CRF – Meat Works - Tristinia Dr	60%	0%	0%	40%	100%	40%	
Bulla Dairy Foods - Connor St	38%	24%	2%	0%	12%	54%	
Bulla Dairy Foods - Forest St	64%	9%	2%	2%	28%	32%	

Notes: When range is given, highest percentage is adopted in analysis, [1] indicates small amount of HV traffic using Colac Forest Road, [2] 50% of milk trucks, [3] Seasonal, [4] In winter months route is constantly used

Table 4-9: Local Industry Heavy Vehicle Types - Loaded

	ORIGIN												DESTINATION							
	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	TOTAL
Small Rigid Trucks < 10m				4				11					4				2	10	31
Large Rigid Trucks 10m >	10	4		4				2	11	3	1		4				3	6	48
Semi Articulated 19m	10	4	8	12	10	16	10	12	23	3	1		12		16	10	19	54	200
B Double 25m / 26m	20	8	8	12	10		3	14	35	5	2		12	6		3	2		134
Super B Double 30 m																			0
TOTAL	40	16	16	32	20	16	13	39	69	11	4	0	32	6	16	13	26	70	413

1	AKD Softwood, Forest St
2	AKD Softwood, Princes Hwy
3	CMTP
4	Wettenhalls
5	Fonterra
6	Clearwater Transport
7	CRF
8	Bulla Dairy Foods, Connor St
9	Bulla Dairy Foods, Forest St

Table 4-10: Local industry heavy Vehicle Types - Empty

	EMPTY																		
	ARRIVALS									DEPARTURES									Total
	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	
Small Rigid Trucks < 10m									10								9		19
Large Rigid Trucks 10m >	3	1						2	5	10	4						1	10	36
Semi Articulated 19m	3	1				16	9	17	55	10	4	8		10	16	9	10	20	170
B Double 25m / 26m	5	2			6	32	3			20	8	8		10	32	3	2	35	160
Super B Double 30 m																			0
TOTAL	11	4	0	0	6	48	12	19	70	40	16	16	0	20	48	12	22	65	385

Key	
1	AKD Softwood, Forest St
2	AKD Softwood, Princes Hwy
3	CMTP
4	Wettenhalls
5	Fonterra
6	Clearwater Transport
7	CRF
8	Bulla Dairy Foods, Connor St
9	Bulla Dairy Foods, Forest St

aurecon Project 214327.001 | File Traffic Movement Paper Rev01.docx | [illegible] | Revision Revision 01 Leading. Vibrant. Global.

Aurecon Australia Pty Ltd
ABN 54 005 139 873
Level 12, 60 Albert Road
South Melbourne VIC 3205
PO Box 321
South Melbourne VIC 3205
Australia

T +61 3 8683 1333
F +61 3 8683 1444
E melbourne@aurecongroup.com
W aurecongroup.com

Aurecon offices are located in:
Angola, Australia, Bahrain, Botswana, China, Ethiopia, Hong Kong, Indonesia, Lesotho, Libya, Malawi, Mozambique, Namibia, New Zealand, Nigeria, Philippines, Singapore, South Africa, Swaziland, Tanzania, Thailand, Uganda, United Arab Emirates, Vietnam.

SL Appendix D
Matrix Assessment

Shortlist Matrix

Rail Corridor											
1 Railway Reserve North of Lake	Yellow Route - Route Following existing rail corridor	3	3	2	4	3	9	4	8		
2 Northern Route Across Lake Colac	Purple Route - Larpent Rd to Aireys Reservoir Rd via new carriageway	2	2	4	8	2	6	1	2		
3 Lake Route South of Colac	Red Route- New link off current Princes Highway alignment across the lake to Deans Creek Road	4	4	4	8	4	12	1	2		
4 Aireys Route	Light Green - Uses existing road corridors of Forest St, Colac-Forest Rd, Aireys St and Deans Creek Rd	2	2	1	2	1	3	3	6		
5 Foran & Shurvell Route	Pink Route - Uses existing road corridors including Forest St, Monkton Estate Rd, Forans Rd and Larpent Rd	1	1	1	2	1	3	2	4		
6 Irrewillipe Road Route	Dark Blue Route - Corangamite Lake Rd, new carriageway, Irrewillipe Rd, new carriageway to Drapers Rd	2	2	2	4	2	6	2	4		
7 Inner Southern Route	Light Green Route - Larpent Rd, new carriageway, Irrewillipe Rd, new carriageway, Warrowie Rd	3	3	3	6	2	6	3	6		
8 Outer Southern Route	Light Blue Route - New road to the south within the vicinity of Skinners Road	3	3	4	8	3	9	3	6		
Through Colac											
9 Wilson Route	Light Blue Route - Wilson St, Armstrong St and Forest St with potential to provide new carriageway extension to Wilson St	3	3	2	4	3	9	3	6		
10 Pollack Route	Light Green Route - Queen St, Pollack St, Armstrong St and Wilson Street to provide connections to Colac Lavers Hill Road	4	4	3	6	4	12	1	2		

Shortlist Matrix

Rail Corridor									
1 **Railway Reserve**	Yellow Route - Route Following existing rail corridor	2	4	2	6	4	4	1	2
North of Lake									
2 **Northern Route**	Purple Route - Larpent Rd to Aireys Reservoir Rd via new carriageway	4	8	4	12	4	4	1	2
Across Lake Colac									
3 **Lake Route**	Red Route- New link off current Princes Highway alignment across the lake to Deans Creek Road	3	6	4	12	2	2	2	4
South of Colac									
4 **Aireys Route**	Light Green - Uses existing road corridors of Forest St, Colac-Forest Rd, Aireys St and Deans Creek Rd	2	4	4	12	4	4	1	2
5 **Foran & Shurvell Route**	Pink Route - Uses existing road corridors including Forest St, Monkton Estate Rd, Forans Rd and Larpent Rd	3	6	4	12	2	2	3	6
6 **Irrewillipe Road Route**	Dark Blue Route - Corangamite Lake Rd, new carriageway, Irrewillipe Rd, new carriageway to Drapers Rd	3	6	1	3	4	4	1	2
7 **Inner Southern Route**	Light Green Route - Larpent Rd, new carriageway, Irrewillipe Rd, new carriageway, Warrowie Rd	3	6	1	3	3	3	1	2
8 **Outer Southern Route**	Light Blue Route - New road to the south within the vicinity of Skinners Road	4	8	4	12	2	2	1	2
Through Colac									
9 **Wilson Route**	Light Blue Route - Wilson St, Armstrong St and Forest St with potential to provide new carriageway extension to Wilson St	1	2	1	3	4	4	4	8
10 **Pollack Route**	Light Green Route - Queen St, Pollack St, Armstrong St and Wilson Street to provide connections to Colac Lavers Hill Road	1	2	1	3	4	4	4	8

Shortlist Matrix

Rail Corridor											
1 **Railway Reserve North of Lake**	Yellow Route - Route Following existing rail corridor	3	6	2	4	4	8	2	4		
2 **Northern Route Across Lake Colac**	Purple Route - Larpent Rd to Aireys Reservoir Rd via new carriageway	2	4	4	8	4	8	1	2		
3 **Lake Route South of Colac**	Red Route- New link off current Princes Highway alignment across the lake to Deans Creek Road	1	2	4	8	4	8	1	2		
4 **Aireys Route**	Light Green - Uses existing road corridors of Forest St, Colac-Forest Rd, Aireys St and Deans Creek Rd	2	4	4	8	4	8	3	6		
5 **Foran & Shurvell Route**	Pink Route - Uses existing road corridors including Forest St, Monkton Estate Rd, Forans Rd and Larpent Rd	2	4	4	8	1	2	1	2		
6 **Irrewillipe Road Route**	Dark Blue Route - Corangamite Lake Rd, new carriageway, Irrewillipe Rd, new carriageway to Drapers Rd	2	4	4	8	4	8	2	4		
7 **Inner Southern Route**	Light Green Route - Larpent Rd, new carriageway, Irrewillipe Rd, new carriageway, Warrowie Rd	2	4	4	8	4	8	2	4		
8 **Outer Southern Route**	Light Blue Route - New road to the south within the vicinity of Skinners Road	2	4	2	4	1	2	1	2		
Through Colac											
9 **Wilson Route**	Light Blue Route - Wilson St, Armstrong St and Forest St with potential to provide new carriageway extension to Wilson St	3	6	4	8	4	8	3	6		
10 **Pollack Route**	Light Green Route - Queen St, Pollack St, Armstrong St and Wilson Street to provide connections to Colac Lavers Hill Road	3	6	1	2	4	8	3	6		

Shortlist Matrix

Rail Corridor												
1 Railway Reserve North of Lake	Yellow Route - Route Following existing rail corridor	1	2	1	3	1	1	3	9
2 Northern Route Across Lake Colac	Purple Route - Larpent Rd to Aireys Reservoir Rd via new carriageway	4	8	2	6	2	2	4	12
3 Lake Route South of Colac	Red Route- New link off current Princes Highway alignment across the lake to Deans Creek Road	4	8	3	9	3	3	4	12
4 Aireys Route	Light Green - Uses existing road corridors of Forest St, Colac-Forest Rd, Aireys St and Deans Creek Rd	2	4	3	9	2	2	1	3
5 Foran & Shurvell Route	Pink Route - Uses existing road corridors including Forest St, Monkton Estate Rd, Forans Rd and Larpent Rd	3	6	3	9	3	3	2	6
6 Irrewillipe Road Route	Dark Blue Route - Corangamite Lake Rd, new carriageway, Irrewillipe Rd, new carriageway to Drapers Rd	1	2	3	9	3	3	3	9
7 Inner Southern Route	Light Green Route - Larpent Rd, new carriageway, Irrewillipe Rd, new carriageway, Warrowie Rd	2	4	3	9	3	3	3	9
8 Outer Southern Route	Light Blue Route - New road to the south within the vicinity of Skinners Road	4	8	2	6	2	2	4	12
Through Colac									
9 Wilson Route	Light Blue Route - Wilson St, Armstrong St and Forest St with potential to provide new carriageway extension to Wilson St	3	6	4	12	4	4	1	3
10 Pollack Route	Light Green Route - Queen St, Pollack St, Armstrong St and Wilson Street to provide connections to Colac Lavers Hill Road	3	6	4	12	4	4	1	3

Shortlist Matrix

Rail Corridor			
1 **Railway Reserve North of Lake**	Yellow Route - Route Following existing rail corridor	38	
2 **Northern Route Across Lake Colac**	Purple Route - Larpent Rd to Aireys Reservoir Rd via new carriageway	45	
3 **Lake Route South of Colac**	Red Route- New link off current Princes Highway alignment across the lake to Deans Creek Road	48	
4 **Aireys Route**	Light Green - Uses existing road corridors of Forest St, Colac-Forest Rd, Aireys St and Deans Creek Rd	39	
5 **Foran & Shurvell Route**	Pink Route - Uses existing road corridors including Forest St, Monkton Estate Rd, Forans Rd and Larpent Rd	36	
6 **Irrewillipe Road Route**	Dark Blue Route - Corangamite Lake Rd, new carriageway, Irrewillipe Rd, new carriageway to Drapers Rd	39	
7 **Inner Southern Route**	Light Green Route - Larpent Rd, new carriageway, Irrewillipe Rd, new carriageway, Warrowie Rd	42	
8 **Outer Southern Route**	Light Blue Route - New road to the south within the vicinity of Skinners Road	42	
Through Colac			
9 **Wilson Route**	Light Blue Route - Wilson St, Armstrong St and Forest St with potential to provide new carriageway extension to Wilson St	47	
10 **Pollack Route**	Light Green Route - Queen St, Pollack St, Armstrong St and Wilson Street to provide connections to Colac Lavers Hill Road	45	

Shortlist Matrix

Rail Corridor		
1 Railway Reserve North of Lake	Yellow Route - Route Following existing rail corridor	77
2 Northern Route Across Lake Colac	Purple Route - Larpent Rd to Aireys Reservoir Rd via new carriageway	74
3 Lake Route South of Colac	Red Route- New link off current Princes Highway alignment across the lake to Deans Creek Road	102
4 Aireys Route	Light Green - Uses existing road corridors of Forest St, Colac-Forest Rd, Aireys St and Deans Creek Rd	79
5 Foran & Shurvell Route	Pink Route - Uses existing road corridors including Forest St, Monkton Estate Rd, Forans Rd and Larpent Rd	76
6 Irrewillipe Road Route	Dark Blue Route - Corangamite Lake Rd, new carriageway, Irrewillipe Rd, new carriageway to Drapers Rd	78
7 Inner Southern Route	Light Green Route - Larpent Rd, new carriageway, Irrewillipe Rd, new carriageway, Warrowie Rd	111
8 Outer Southern Route Through Colac	Light Blue Route - New road to the south within the vicinity of Skinners Road	100
9 Wilson Route	Light Blue Route - Wilson St, Armstrong St and Forest St with potential to provide new carriageway extension to Wilson St	107
10 Pollack Route	Light Green Route - Queen St, Pollack St, Armstrong St and Wilson Street to provide connections to Colac Lavers Hill Road	88

SL Appendix E
Technical Responses

Aurecon Australia Pty Ltd
ABN 54 005 139 873
Level 12, 60 Albert Road
South Melbourne VIC 3205
PO Box 321
South Melbourne VIC 3205
Australia

T +61 3 8683 1333
F +61 3 8683 1444
E melbourne@aurecongroup.com
W aurecongroup.com

Memorandum

To	**Neil Allen**	From	**Aurecon**
Copy		Reference	**214327**
Date	**2 May 2012**	Pages (including this page)	**1**
Subject	**Technical Response to Query – 01 – Delay Penalties**		

As described in Section 4.2 of the draft report the delay penalties have been adopted to provide a relative measure of the potential time lost negotiating intersections.

It should be noted that these were used to differentiate between routes with a significant number of intersections compared to those with few, as the latter would be more beneficial for trucks. At this level of detail, intersection configuration and priorities generally have not been considered so adopted values have been kept low until a greater understanding of likely configurations and hence more realistic delays can be identified.

However, the values adopted were sufficient to penalize those routes with significant intersections and it should be noted that routes with a high number of intersections consequently did not form any of the 4 long term routes identified for further investigation.

In the final evaluation of the 4 routes to determine the recommended heavy vehicle deviation corridor a more detailed evaluation of all the criteria will be conducted. In doing this, more specific delay penalties will be agreed upon with VicRoads and Council and used to measure journey time savings and costs more accurately.

Aurecon Australia Pty Ltd
ABN 54 005 139 873
Level 12, 60 Albert Road
South Melbourne VIC 3205
PO Box 321
South Melbourne VIC 3205
Australia

T +61 3 8683 1333
F +61 3 8683 1444
E melbourne@aurecongroup.com
W aurecongroup.com

Memorandum

To	**Neil Allen**	From	**Aurecon**
Copy		Reference	**214327**
Date	**2 May 2012**	Pages (including this page)	**3**
Subject	**Technical Response to Query – 02 – Score Weightings**		

The five categories used to evaluate the 10 routes in the draft report include a total of 16 criteria. All 16 criteria play a role in deciding the merit of each of the routes evaluated in the draft report.

When comparing routes the various criteria will often be in conflict. That is, one route may score highly in some economic criteria but score poorly when considering social criteria. To differentiate between these conflicts weights are applied to identify criteria that are considered to be of more importance over criteria considered to have lesser importance.

The 16 criteria used in the evaluation of the ten routes are listed below with the weightings used by Aurecon and a comment as to why that particular weighting was given.

Criteria Weighting Values and Comments			
Category	**Criteria**	**Weighting**	**Comment**
Transport Efficiency	Journey Length Weighting	1	Journey length has been given a low weighting because on its own it will not determine the how well used the bypass will be. Other factors such as road conditions, speed and location play a significant role.
	Journey Time Weighting	2	Journey time identifies the impact of both journey length and road conditions of a route.
	Princes Highway diverting Traffic Weighting	3	The primary purpose of the heavy vehicle deviation route is to remove vehicles off Murray Street (Princes Highway) and that is why is has been given a heavy weighting.
	Other through & local diverting traffic weighting	2	The diversion of heavy vehicle traffic from other local routes is a secondary goal of the heavy vehicle bypass, as per the project brief.
Social	Community Impacts Weighting	2	The impact a new route has on a community is important. However, it can to a certain extent be mitigated at a cost. Therefore this has been provided with a weighting of 2.
	Proximity to Schools Weighting	3	The safety of children around schools is recognised to be of paramount importance to the community. Whilst some mitigation measures such as the provisions of safe

aurecon

Criteria Weighting Values and Comments			
Category	**Criteria**	**Weighting**	**Comment**
			crossings can be implemented the most effective measure is to avoid the schools. Given the progression of any route relies heavily on community support as well as VicRoads support this criteria has been given a heavy weighting..
	Landscape Amenity Weighting	1	Although landscape amenity is a concern mitigation measures can be relatively easily incorporated with the design to minimise the impact. These would include replacement planting and streetscape design.
	Property Severance Weighting	2	Property severance is more of a concern as it could affect properties commerciality. However, on larger rural properties this can be mitigated by the provision of stock underpasses and other mitigation measures.
	Aboriginal Heritage Weighting	2	If aboriginal artefacts or sites are present Aboriginal Affairs Victoria may raise concerns regarding the project. Depending on identified issues this may have a significant impact on any final design, and/or could result in major delays.
	European Heritage Weighting	2	If European heritage items are likely to be impacted Heritage Victoria may raise concerns regarding the project. Depending on identified issues this may have a significant impact on any final design, and/or could result in major delays.
Environmental	Flora Weighting	2	If threatened flora are present DSE or DEWHA could decline approval for the project or could require approval conditions. The presence of such species cannot be determined until on-site investigations are conducted.
	Fauna Weighting	2	If threatened fauna are present DSE or DEWHA could decline approval for the project or could require approval conditions. The presence of such species cannot be determined until on-site investigations are conducted.
Economic	Land Acquisition Weighting	2	Difficulties in obtaining land can cause delays or ultimately redesign of a route.

aurecon

Criteria Weighting Values and Comments			
Category	**Criteria**	**Weighting**	**Comment**
	Major Construction Costs Weighting	3	The cost of building a road is a major factor as to whether a road is viable and so has been given a high weighting.
	Mitigation Costs Weighting	1	Mitigation costs have been given a low weighting because in this initial analysis it is not possible to do a detailed assessment of these costs and compared to construction and land acquisition these are typically much lower.
Suitability	Suitability of route as a long term option	3	The original brief was to identify a corridor for a long term heavy vehicle deviation route that is why it has been given higher weighting.

Aurecon Australia Pty Ltd
ABN 54 005 139 873
Level 12, 60 Albert Road
South Melbourne VIC 3205

PO Box 321
South Melbourne VIC 3205
Australia

T +61 3 8683 1333
F +61 3 8683 1444
E melbourne@aurecongroup.com
W aurecongroup.com

Aurecon offices are located in:
Angola, Australia, Bahrain, Botswana,
China, Ethiopia, Hong Kong, Indonesia,
Lesotho, Libya, Malawi, Mozambique,
Namibia, New Zealand, Nigeria,
Philippines, Singapore, South Africa,
Swaziland, Tanzania, Thailand, Uganda,
United Arab Emirates, Vietnam.

Department of Transport

PO Box 2797
Melbourne, Victoria 3001
Telephone: (03) 9655 6666
Facsimile: (03) 9095 4096
www.transport.vic.gov.au
DX 210410

File: FOL/10/45655

Mr Ranjani Jha
Manager Mayor Contracts
Colac Otway Shire
PO Box 283
COLAC VIC 3250

Sent via email

Dear Ranjani

DRAFT MANAGEMENT AGREEMENTS 2012 - 2017

As you would be aware, our current Management Agreement expires on 30 June 2012. A draft, five year agreement, for the period commencing 1 July 2012, has been prepared, and is attached for your consideration.

In response to the feedback from local port managers that they were generally satisfied with the current agreement, there have not been significant changes incorporated into this draft.

The changes between your current agreement and the proposed new agreement are clearly shown as additions or deletions. Some clauses, which have been located elsewhere in the agreement are not marked as changes.

Schedules 1 and 2 have been merged into a new Schedule 1. Schedule 3 and 4 have been merged into a new Schedule 2, noting the content remains the same.

The new Schedules 3 is the standard Project Agreement that is currently used for any capital works funding by the Department of Transport. The new Schedules 4 and 5 are templates and have been included as a tool to assist in reporting. The new Schedule 6 is a summary of the key actions and reporting dates.

Could you please review the draft document and respond on the attached comments sheet by Friday 20 April indicating your agreement or other to the proposed changes. If you have any queries please contact (Ms) Jo Connellan of the Department of Transport on (03) 9655 9784 or 0428 348 447.

Yours sincerely

Maggie Baron
Director Performance, Policy Coordination and Local Ports

02/04/2012

Date

DRAFT TEMPLATE FOR SOUTH-WEST LOCAL PORTS – 4 APRIL 2012

Port of [Port] Management Agreement

DEPARTMENT OF TRANSPORT

and

[PORT MANAGER]

DOC/12/82886

Table of Contents

1. DEFINITIONS 1

2. GOVERNING PRINCIPLES AND PURPOSE 2

2.1 Guiding Principle 2
2.2 Role of this Agreement 3
2.3 Status of Agreement 3
2.4 Agreement to Negotiate 3
2.5 Revocation of Appointment as Port Manager 3
2.6 Representatives 3

3. TERM 3

4. OWNERSHIP AND MANAGEMENT OF ASSETS 3

4.1 Fixed Assets 3
4.2 Non-Fixed Assets and Floating Plant 4
4.3 Maintenance 4
4.4 Permitted Use of Assets 4
4.5 Asset Register 4

5. BUSINESS PLAN 4

6. FUNDING 5

7. FINANCIAL REPORTING 8

7.1 Annual Budget Process 8
7.2 Accounts 8
7.3 Annual Reporting 9
7.4 Auditing 10

8. INSURANCE AND LIABILITY 10

8.1 Insurance 10
8.2 Indemnities 11

9. RISK MANAGEMENT 11

10. ASSET MANAGEMENT PLAN 11

11. DISPUTE RESOLUTION 11

12. TERMINATION 11

12.1 Termination Events 11
12.2 Consequences of Termination 12

13. GENERAL 12

13.1 Amendment 12
13.2 Entire Understanding 12
13.3 Waiver and Exercise of Rights 12
13.4 Assignment 12
13.5 Time of the Essence 12
13.6 GST 12

14. NOTICES 14

DOC/12/82886

14.1 Service of Notice 14
14.2 Particulars for Service 14
14.3 Time of Service 14

15. INTERPRETATION 14

15.1 Governing Law and Jurisdiction 14
15.2 Persons 15
15.3 Legislation 15
15.4 This Agreement, Clauses and Headings 15
15.5 Severance 15
15.6 Counterparts 16
15.7 Number and Gender 16
15.8 Relationship of Parties 16

SCHEDULE 1 – REPRESENTATIVES AND PORT DETAILS 18

SCHEDULE 2 – FIXED ASSETS AND FLOATING PLANT 19

SCHEDULE 3 – PROJECT AGREEMENT 20

SCHEDULE 4 – ANNUAL REPORT TEMPLATE 21

SCHEDULE 5 – BUSINESS PLAN TEMPLATE 22

SCHEDULE 6 – REPORTING 23

Port of [Port] Management Agreement

DATE

BETWEEN

DEPARTMENT OF TRANSPORT for and on behalf of the Crown in Right of the State of Victoria of 121 Exhibition Street, Melbourne, Victoria, 3000

(**DOT**)

AND

[PORT MANAGER] a port manager of a local port established under the *Port Management Act 1995* of [address]

(**Port Manager**)

RECITALS

A. DOT is responsible for managing the overall funding program for local ports and providing broad strategic planning services for local port facilities across the State.

B. The Port Manager manages and administers the Port as part of its statutory functions as set out in the *Port Management Act 1995.*

C. DOT has agreed to provide the Port Manager with funding for the administration and management of the Port.

D. This Agreement sets out the terms and conditions on which the Port Manager will manage and administer the Port and DOT will provide funding for the management and administration of the Port.

THIS AGREEMENT WITNESSES

1. DEFINITIONS

In this document unless expressed or implied to the contrary:

Agreement means this agreement;

Business Day means a day on which banks are open for general banking business in Melbourne, Australia, other than a Saturday, Sunday or public holiday;

Business Plan means a business plan prepared in accordance with clause 5 and which contains, as a minimum, the information set out in Schedule 5;

Commencement Date means the date specified at item 2 of Schedule 1;

Completion Date means the date specified at item 3 of Schedule 1;

Dispute Guidelines means the Guidelines for the conduct of disputes between different public sector bodies within the State of Victoria issued by the Attorney-General, 2008, or any replacement dispute guidelines;

DOC/12/82886

Financial Year means:

(a) the period commencing on the Commencement Date and ending on the following 30 June;

(b) each successive period of twelve months commencing on 1 July and ending on 30 June; and

(c) the period commencing on 1 July immediately preceding the date of termination of this Agreement and ending on the date of such termination.

Fixed Asset means any asset that is static or immovable within the Port listed in Schedule 2, or other asset as agreed in writing from time to time;

Floating Plant means all vessels, boats, barges and associated equipment to be used in relation to the Port listed in Schedule 2, or other asset as agreed in writing from time to time;

Incident means an event that occurs within the Port that causes or has the potential to cause personal injury, property damage or environmental damage and is likely to result in an insurance claim or other action against the Port Manager or DOT;

Indemnity Policy means the Victorian Government's policy titled "Government policy and guidelines: indemnities and immunities, June 2008", or any replacement policy;

Non-Fixed Asset means any asset that is portable or movable other than Floating Plant to be used in relation to the Port and includes plant, vehicles, office equipment and furniture;

Port means the local port specified in Schedule 1;

Port Manager means the entity appointed to manage the Port by the Governor in Council under section 44A of the *Port Management Act 1995* and named at item 1 of Schedule 1;

Project Agreement means an agreement between DOT and the Port Manager for Project Funding substantially in the form attached at Schedule 3;

Project Funding means the funding provided by DOT or other Government entity in accordance with clauses 6.3 and 6.4 for the construction, reconstruction or replacement of Fixed Assets or Floating Plant;

Representatives means the representatives of each of the parties for the day to day administration of this Agreement set out at items 6 and 7 of Schedule 1;

Safety and Environment Management Plan means a management plan prepared in accordance with Part 6A of the *Port Management Act 1995*;

State means the Crown in right of the State of Victoria; and

Term means the term set out in clause 3.

2. GOVERNING PRINCIPLES AND PURPOSE

2.1 Guiding Principle

The parties will cooperate at all times to ensure that both parties meet their respective obligations under this Agreement.

2.2 Role of this Agreement

The role of this Agreement is to set out the terms and conditions on which:

2.2.1 the Port Manager will:

2.2.1.1 manage and administer the Port; and

2.2.1.2 consult with DOT in relation to the management and administration of the Port; and

2.2.2 DOT will fund the management and administration of the Port.

2.3 Status of Agreement

The parties acknowledge and agree that this Agreement is legally enforceable.

2.4 Agreement to Negotiate

The parties agree to use best endeavours to negotiate, in the last 12 months of this Agreement, the terms of a new management agreement relating to the management and administration of the Port that will commence on the day following the Completion Date.

2.5 Revocation of Appointment as Port Manager

The parties acknowledge and agree that the termination or the expiry of this Agreement will not revoke the appointment of the Port Manager as port manager of the Port. Such appointment will continue unless and until such time as it is revoked by Governor in Council pursuant to section 44A(2)(a) of the *Port Management Act 1995*. If the Port Manager requests that its appointment as port manager of the Port is to be revoked by Governor in Council, DOT will use its best endeavours to expedite this matter through the Governor in Council process.

2.6 Representatives

The Representatives of the parties will be responsible for the day to day management of this Agreement and any communications under this Agreement.

3. TERM

The Term of this Agreement is specified at Item 4 of Schedule 1 and will commence on the Commencement Date and will expire on the Completion Date unless this Agreement is terminated in accordance with clause 12.

4. OWNERSHIP AND MANAGEMENT OF ASSETS

4.1 Fixed Assets

4.1.1 The State owns the Fixed Assets and will retain ownership of the Fixed Assets.

4.1.2 DOT controls the Fixed Assets on behalf of the State.

4.1.3 The Port Manager will be responsible for the management, maintenance and operational control of the Fixed Assets on behalf of DOT.

4.1.4 Ownership of the Fixed Assets will not transfer to the Port Manager.

4.1.5 The Port Manager must not dispose, remove, close or change the use of any Fixed Assets unless it has notified, consulted with and obtained the prior written approval of DOT.

4.2 Non-Fixed Assets and Floating Plant

4.2.1 Non-Fixed Assets and any Floating Plant are the property of the Port Manager and, subject to clauses 4.2.2 and 4.2.3, may be sold or otherwise disposed of, replaced, repaired or dealt with by the Port Manager as its own property.

4.2.2 If this Agreement terminates as referred to in clause 12.1 or otherwise, the Non-Fixed Assets and the Floating Plant owned by the Port Manager at the date of termination will cease to be property of the Port Manager and will immediately transfer to the property of DOT.

4.2.3 The Port Manager must not sell or otherwise dispose of a Non-Fixed Asset or Floating Plant with a current replacement value exceeding $50,000 without giving 1 month's prior written notice to DOT and offering first right of purchase to the port managers of all other Victorian local ports.

4.3 Maintenance

The Port Manager must manage, repair, maintain in good condition and, where necessary, replace all assets to the best of its ability, within the constraints of available funding and income, and in accordance with good business practice.

4.4 Permitted Use of Assets

The Port Manager must only use the Fixed Assets, Non-Fixed Assets and Floating Plant for the management and administration of the Port unless otherwise approved in writing by DOT.

4.5 Asset Register

4.5.1 The Port Manager must maintain a register of all assets held or managed by it.

4.5.2 The Port Manager must record the Fixed Assets, Non-Fixed Assets and Floating Plant in the asset register at a fair value.

4.5.3 The Port Manager will, by no later than 31 March in each year of the Term, submit to DOT a copy of the asset register maintained in accordance with this clause 4.5.

5. BUSINESS PLAN

5.1 By 31 March in each year of the Term, the Port Manager must prepare and submit to DOT a Business Plan for the 3 Financial Years commencing on the immediately following 1 July which establishes a planning framework for the management and administration of the Port and forecasts for end of year position for the current Financial Year.

5.2 The Business Plan must:

5.2.1 be reviewed by DOT by 31 May of that year and DOT must, as soon as practicable after that date, advise the Port Manager of approval or otherwise, and where necessary, provide particulars of items which have not been approved;

5.2.2 form the basis of budget proposals for the management and administration of the Port;

5.2.3 include proposed capital works for the 3 Financial Years commencing on 1 July of that year; and

5.2.4 be prepared following a review of the previous year's Business Plan with variations reported on and submitted in conjunction with the annual budget submission.

6. FUNDING

OPERATING AND MAINTENANCE FUNDS

6.1 DOT will:

6.1.1 confirm the operating and maintenance funds that DOT will provide to the Port Manager for each Financial Year;

6.1.2 provide an estimate of operating and maintenance funds that DOT anticipates that it will provide to the Port Manager for future Financial Years; and

6.1.3 provide operating and maintenance funds to the Port Manager for each Financial Year,

in accordance with the timetable set out below:

Date by which DOT will provide confirmation of operating and maintenance funds and an estimate of operating and maintenance funds for future Financial Years	**Financial Year to which the confirmation of operating and maintenance funds will relate**	**When DOT will pay the operating and maintenance funds to the Port Manager**	**Financial Years to which the estimate of operating and maintenance funding will relate**
1 July 2012	1 July 2012 – 30 June 2013	On or after 1 July 2012	1 July 2013 – 30 June 2014 1 July 2014 – 30 June 2015
30 June 2013	1 July 2013 – 30 June 2014	On or after 1 July 2013	1 July 2014 – 30 June 2015 1 July 2015 – 30 June 2016

30 June 2014	1 July 2014 – 30 June 2015	On or after 1 July 2014	1 July 2015 – 30 June 2016 1 July 2016 – 30 June 2017
30 June 2015	1 July 2015 – 30 June 2016	On or after 1 July 2015	1 July 2016 – 30 June 2017 1 July 2017 – 30 June 2018
30 June 2016	1 July 2016 – 30 June 2017	On or after 1 July 2016	1 July 2017 – 30 June 2018 1 July 2018 – 30 June 2019

6.2 In determining the amount of operating and maintenance funds described in clauses 6.1.1 and 6.1.2, DOT will take into account the most recent Business Plan submitted by the Port Manager.

PROJECT FUNDING

6.3 DOT may provide to the Port Manager an amount of Project Funding. All Project Funding that is provided by DOT to the Port Manager will be governed by the terms of a Project Agreement.

6.4 DOT will determine the amount of Project Funding referred to in clause 6.3 (if any) by reference to:

6.4.1 the priorities identified in the Business Plan;

6.4.2 the priorities identified in the asset management plan prepared in accordance with clause 10;

6.4.3 the priorities identified in the Safety and Environment Management Plan;

6.4.4 the priorities identified by DOT across the whole of the Victorian local ports program; and

6.4.5 available funding under the Victorian local ports program or available funding under other Victorian Government sources.

FEES AND CHARGES

6.5 The Port Manager will utilise its legislative power to levy fees and charges for services provided, having regard to issues of equity of use and access, to maximise the user pays component of its income. In addition, to the extent permitted by legislation, the Port Manager must endeavour to recover the full cost of all utilities (such as electricity and water) provided to Port users.

UNFORSEEN EVENT

6.6 In the event that storms or other serious unforseen events result in significant damage to any Fixed Assets, Non-Fixed Assets or Floating Plant, the Port Manager may submit to DOT, no later than 30 days following the storm or other serious unforseen event, an application to access repairs and maintenance funds for the purpose of repair.

6.7 Any application for funds in accordance with clause 6.6 must include details of the material and labour costs required to undertake the rectification works, and may only include costs incurred over and above the normal operating and maintenance budget.

6.8 Upon receipt of a submission made under clause 6.6, DOT will reassess the state-wide repairs and maintenance program for Victorian local ports and make payments as determined appropriate.

6.9 If DOT does not provide funding for the full cost of performing any necessary repairs and maintenance following a submission from the Port Manager under clause 6.6, nothing in this Agreement shall require the Port Manager to itself provide funding from its own resources. Nothing in this clause in any way excludes, limits or reduces the Port Manager's statutory functions as a port manager of a local port under the *Port Management Act 1995*.

GENERAL

6.10 The Port Manager must invest any funds provided by DOT or other Government entity for the Port, as follows:

6.10.1 cash funds held by the Port Manager must be invested with financial institutions which are regulated by the Australian Prudential Regulation Authority (APRA), and are listed by APRA as an Authorised Deposit – taking Institution (ADI);

6.10.2 the Port Manager must invest any funds over $2,000,000 (or higher amount as determined from time to time by the Department of Treasury and Finance) with the Treasury Corporation of Victoria (TCV), provided such investment does not delay expenditure of funds for their intended purpose, and that all interest earned on cash funds and investments is to be included in the annual financial statements; and

6.10.3 the Port Manager must not invest any new funds in shares or other financial products, or with other institutions not specified in clauses 6.10.1 or 6.10.2.

6.11 If:

6.11.1 the Port Manager does not expend the funds (or any part of the funds) during the Financial Year in which the funds are provided; and/or

6.11.2 the Port Manager earns interest on the funds,

the Port Manager is permitted to retain those funds (including any interest earned) and must use those funds in accordance with the timetable for their expenditure approved by DOT under clause 7.1.2.

7. FINANCIAL REPORTING

7.1 Annual Budget Process

7.1.1 The Port Manager must prepare and submit to DOT by no later than 31 March in each year of the Term a proposed annual budget for the upcoming Financial Year which shows:

7.1.1.1 estimated revenue and sources of revenue of the Port including fees, charges and grants;

7.1.1.2 other sources of funding of the Port of an operating nature;

7.1.1.3 details of any funds provided to the Port Manager during a previous Financial Year which it is anticipated will remain unexpended and details of and a timetable for their expenditure;

7.1.1.4 a schedule of proposed fees and charges to be levied by the Port Manager for services provided in accordance with clause 6.5 of this Agreement;

7.1.1.5 direct employment expenses and other direct operating expenses of the Port, including any associated overheads;

7.1.1.6 detailed forecast of estimated capital works (including associated dredging) necessary for the Port, including total estimated cost for each project, for the following three years, listed in order of priority;

7.1.1.7 reason for the requirement of any capital works (eg. addresses risk or adds value to the ports business); and

7.1.1.8 details of forecast asset maintenance expenditure.

7.1.2 DOT will, by 31 May of that year, review the budget submitted and will, as soon as practicable after that date, advise the Port Manager of approval or otherwise and, where necessary, provide particulars of items which have not been approved.

7.2 Accounts

7.2.1 The Port Manager must maintain a separate cost centre or identifiable charge line in its accounts for its functions as a port manager.

7.2.2 The Port Manager must comply with Australian Accounting Standards including the use of accrual not cash accounting.

7.2.3 Administrative costs (including all staff costs not directly attributable to on-ground works and services), must be separated from direct operating expenditure on facilities and functions.

7.2.4 Expenditure must be allocated to identifiable facilities, assets or services.

7.3 Annual Reporting

7.3.1 The Port Manager will, by no later than 30 September in each year of the Term, prepare and submit to DOT a report on the outcomes of the previous Financial Year's Business Plan and budget as well as the following annual accounts and statements:

7.3.1.1 Financial reports – to show budget and actual revenue and expenditure and commentary on material variations and be prepared on an accrual basis

7.3.1.1.1 An operating statement showing revenue and expenditure.

7.3.1.1.2 A statement showing capital expenditure.

7.3.1.1.3 A statement of funds provided to the Port Manager during previous Financial Years that remain unexpended, including a reasonable allocation of interest earned on accumulated cash funds over the year; and a statement detailing cash which is earmarked for specific purposes (e.g. employee benefits) showing committed and uncommitted cash (e.g. future capital works).

7.3.1.1.4 A statement showing maintenance expenditure (annual cost of asset maintenance for fixed assets and major plant and equipment) for each class of asset (eg. jetties, navigation aids, etc.).

7.3.1.1.5 A statement of cash flows.

7.3.1.1.6 A statement of financial position (excluding valuations for Crown Land).

7.3.1.1.7 A statement of the accounting policy employed for the preparation of the annual accounts and statements.

7.3.1.1.8 Any known contingent liabilities.

7.3.1.2 Program reporting (in respect of capital and recurrent works)

7.3.1.2.1 Details of operations in comparison to budget.

7.3.1.2.2 Cash flow details in comparison to budget.

7.3.1.2.3 Details of works progress against works program.

7.3.1.2.4 A commentary in respect of any substantial variation regarding the preceding items.

7.3.1.2.5 Where dredging operations are performed, a statement on the cost of the dredging, an

estimate of the amount of dredging performed (either number of days in operation or volumes dredged) and whether access to the Port has been restricted by a failure/inability to dredge.

7.3.1.2.6 Significant (known or anticipated) events that may adversely impact on the Port Manager's ability to perform its task as port manager.

7.3.1.3 Incident reporting

7.3.1.3.1 A summary of each and every Incident which was reported or recorded in the Port during the course of the year.

7.3.1.3.2 A separate report on any Incident for which further information was requested through the Port Manager's insurers.

7.3.2 The report provided to DOT in accordance with clause 7.3.1 must contain, as a minimum, the information set out in Schedule 4.

7.4 Auditing

The annual accounts to be provided to DOT in accordance with clause 7.3.1.1 must be prepared in accordance with Australian Accounting Standards and audited and signed off by an independent certified company auditor in accordance with Australian Auditing Standards.

8. INSURANCE AND LIABILITY

8.1 Insurance

8.1.1 The Port Manager will insure and keep insured the Non-Fixed Assets against damage by theft, fire, explosion, storm and tempest, riots, strikes, accidental and malicious damage, earthquake, impact by vehicles vessels or aircraft, internal water and flood, as appropriate, and in accordance with good business practice.

8.1.2 DOT will maintain the following insurance cover as appropriate:

8.1.2.1 insurance for the Fixed Assets (under DOT's Industrial Special Risks policy);

8.1.2.2 Port Operators Liability; and

8.1.2.3 Marine Hulls (Floating Plant).

8.1.3 DOT will pay any deductibles (excess) arising under the insurance policies listed in clause 8.1.2 or will provide self insurance at an appropriate level in consultation with the Port Manager.

8.1.4 If there is an Incident, the Port Manager must notify DOT immediately and provide written details about the Incident in the form requested by DOT.

8.2 Indemnities

In accordance with clause 5.3.12 of the Indemnity Policy, the parties acknowledge that the use of contractual indemnities between Government entities is not recommended. The parties agree that this Agreement is an appropriate mechanism to identify and state the respective roles and responsibilities of each of the parties.

Any dispute relating to any actions, claims or losses (including liability for loss) arising from or in connection with this Agreement shall be determined in accordance with clause 11.

9. RISK MANAGEMENT

9.1 The Port Manager must undertake a risk audit as part of its Business Plan preparation and report to DOT by 31 March in each year of the Term on actions taken to address identified risks.

9.2 The Port Manager must develop and seek approval for its Safety and Environment Management Plan as required in Part 6A of the *Port Management Act 1995*, and will monitor, report on and update its plan as required. In addition to the requirements set out in section 91D of the *Port Management Act 1995*, the Port Manager must prioritise the measures and strategies to be implemented by the Port Manager to prevent or reduce risks associated with the operation of the Port in the Safety and Environment Management Plan.

10. ASSET MANAGEMENT PLAN

The Port Manager must develop in a form agreed by the parties and seek approval for the asset management plan by 30 September in each year of the Term. The Port Manager must monitor, report on and update the plan as required. The Port Manager must prioritise asset maintenance projects in the asset management plan.

11. DISPUTE RESOLUTION

If there is a dispute between the parties related to the Agreement, then the dispute will be resolved in accordance with the Dispute Guidelines.

12. TERMINATION

12.1 Termination Events

12.1.1 The parties may agree in writing to terminate this Agreement at any time.

12.1.2 This Agreement will immediately terminate if the Port Manager ceases to be a port manager under the *Port Management Act 1995* in respect of the Port.

12.1.3 Either party may terminate this Agreement in the event that the other party commits a breach of this Agreement and fails to remedy the breach within 90 days of notice of the breach and where the breach has not been resolved by the procedure in clause 11 of this Agreement.

12.2 Consequences of Termination

If this Agreement is terminated under clause 12.1:

12.2.1 clause 4.2.2 will apply; and

12.2.2 the Port Manager will return any funds provided to it by DOT under this Agreement which have not been expended by the Port Manager in accordance with this Agreement.

13. GENERAL

13.1 Amendment

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

13.2 Entire Understanding

This Agreement contains the entire understanding between the parties as to the subject matter contained in it.

13.3 Waiver and Exercise of Rights

13.3.1 A single or partial exercise or waiver of a right relating to this Agreement does not prevent any other exercise of that right or the exercise of any other right.

13.3.2 No party will be liable for any loss or expense incurred by another party caused or contributed to by the waiver, exercise, attempted exercise, failure to exercise or delay in the exercise of a right.

13.4 Assignment

Neither party may assign its rights under this Agreement without the prior written consent of the other party.

13.5 Time of the Essence

Time is of the essence as regards all dates, periods of time and times specified in this Agreement.

13.6 GST

13.6.1 In this clause 13.6 unless expressed or implied to the contrary:

Adjustment has the same meaning given to that term in the GST Act.

Adjustment Note has the same meaning given to that term in the GST Act.

Consideration means consideration payable under this Agreement in return for a Taxable Supply, but does not include any amount on account of GST.

GST has the same meaning given to that term in the GST Act.

GST Act means *A New Tax System (Goods and Services Tax) Act 1999* (Cth).

GST Amount has the same meaning given to that term in clause 13.6.3.

Input Tax Credit has the same meaning given to that term in the GST Act, but also includes a reduced input tax credit under Division 70 and an adjusted input tax credit under Division 132 of the GST Act.

Recipient has the same meaning given to that term in the GST Act.

Supplier means the entity making a Supply to the Recipient.

Supply has the same meaning given to that term in the GST Act.

Tax Invoice has the same meaning given to that term in the GST Act.

Taxable Supply has the same meaning given to that term in the GST Act.

13.6.2 Except as otherwise provided by this clause, all Consideration payable under this Agreement in relation to any Supply is inclusive of GST.

13.6.3 To the extent that any Supply under this Agreement constitutes a Taxable Supply, the Consideration payable by the Recipient to the Supplier will be increased by the applicable amount of GST (**GST Amount**), which shall be calculated by multiplying the amount upon which GST is payable by the prevailing rate of GST.

13.6.4 Any GST Amount must be paid by the Recipient to the Supplier at the same time and in the same manner as the relevant Consideration is paid or given under this Agreement, without any right of set-off or deduction (unless otherwise provided in this Agreement).

13.6.5 If this Agreement requires the Recipient to pay, reimburse or contribute to any expense, loss or outgoing suffered or incurred by the Supplier, the amount which the Recipient must pay, reimburse or contribute will be the amount net of any Input Tax Credits to which the Supplier is entitled to claim in respect of the outgoing, in addition to any GST Amount if the payment, reimbursement or contribution constitutes a Taxable Supply by the Supplier to the Recipient.

13.6.6 The Supplier must issue the Recipient with a valid Tax Invoice at or prior to the time of payment of any GST Amount.

13.6.7 To the extent that any Adjustment occurs in relation to a Taxable Supply, the Supplier must issue an Adjustment Note to the Recipient within five Business Days of becoming aware of the Adjustment, and any payment necessary to give effect to such Adjustment must be made within five Business Days after the date of receipt of the Adjustment Note.

14. NOTICES

14.1 Service of Notice

A notice or other communication required or permitted, under this Agreement, to be served on a person must be in writing and may be served:

14.1.1 personally on the person specified in clause14.2.1;

14.1.2 by leaving it at the person's current address for service;

14.1.3 by posting it by prepaid post addressed to that person at the person's current address for service;

14.1.4 by facsimile to the person's current number for service; or

14.1.5 by email to the person's current email address for service.

14.2 Particulars for Service

14.2.1 The particulars for service of each of the parties are the particulars for their Representatives set out in Schedule 1.

14.2.2 Any party may change the address or facsimile number for service by giving notice to the other parties.

14.2.3 If the person to be served is a company, the notice or other communication may be served on it at the company's registered office.

14.3 Time of Service

A notice or other communication is deemed served:

14.3.1 if served personally or left at the person's address, upon service;

14.3.2 if posted within Australia to an Australian address, two Business Days after posting and in any other case, seven Business Days after posting;

14.3.3 if served by facsimile, subject to clause 14.3.5, at the time indicated on the transmission report produced by the sender's facsimile machine indicating that the facsimile was sent in its entirety to the addressee's facsimile;

14.3.4 if served by email, subject to clause 14.3.5 at the time the notice or other communication comes to the attention of the addressee;

14.3.5 if received after 6.00pm in the place of receipt or on a day which is not a Business Day, at 9.00am on the next Business Day.

15. INTERPRETATION

15.1 Governing Law and Jurisdiction

This Agreement is governed by and is to be construed in accordance with the laws of Victoria. Each party irrevocably and unconditionally submits to the non-

exclusive jurisdiction of the courts of Victoria and waives any right to object to proceedings being brought in those courts.

15.2 Persons

In this Agreement, a reference to:

15.2.1 a person includes a firm, partnership, joint venture, association, corporation or other corporate body;

15.2.2 a person includes the legal personal representatives, successors and permitted assigns of that person; and

15.2.3 any body which no longer exists or has been reconstituted, renamed, replaced or whose powers or functions have been removed or transferred to another body or agency, is a reference to the body which most closely serves the purposes or objects of the first-mentioned body.

15.3 Legislation

In this Agreement, a reference to a statute includes regulations under it and consolidations, amendments, re-enactments or replacements of any of them.

15.4 This Agreement, Clauses and Headings

In this Agreement:

15.4.1 a reference to this or other document includes the document as varied or replaced regardless of any change in the identity of the parties;

15.4.2 a reference to a clause, schedule, appendix or annexure is a reference to a clause, schedule, appendix or annexure in or to this Agreement all of which are deemed part of this Agreement;

15.4.3 a reference to writing includes all modes of representing or reproducing words in a legible, permanent and visible form;

15.4.4 headings and sub-headings are inserted for ease of reference only and do not affect the interpretation of this Agreement;

15.4.5 where an expression is defined, another part of speech or grammatical form of that expression has a corresponding meaning; and

15.4.6 where the expression 'including' is used, it means 'including without limitation'.

15.5 Severance

15.5.1 If a provision in this Agreement is held to be illegal, invalid, void, voidable or unenforceable, that provision must be read down to the extent necessary to ensure that it is not illegal, invalid, void, voidable or unenforceable.

15.5.2 If it is not possible to read down a provision as required in this clause, that provision is severable without affecting the validity or enforceability

of the remaining part of that provision or the other provisions in this Agreement.

15.6 Counterparts

This Agreement may be executed in any number of counterparts all of which taken together constitute one instrument.

15.7 Number and Gender

In this Agreement, a reference to:

15.7.1 the singular includes the plural and vice versa; and

15.7.2 a gender includes the other genders.

15.8 Relationship of Parties

This Agreement is not intended to create a partnership or joint venture relationship between the parties.

EXECUTED by the parties

SIGNED by the **DEPARTMENT OF TRANSPORT'S REPRESENTATIVE** for and on behalf of the **CROWN IN RIGHT OF THE STATE OF VICTORIA** in the presence of:)
)
)

Witness (Signature)

Jim Betts

Witness (Print name)

Date:

THE COMMON SEAL of **THE PORT MANAGER** was affixed in the presence of:)
)
)

Chairperson (Signature)

Chairperson (Print name)

Witness (Signature)

Witness (Print name)

Date:

DOC/12/82886

Schedule 1 – Representatives and Port Details

Item	Item Description	Details
1	Port Manager	[Port Manager]
2	Commencement Date	1 July 2012
3	Completion Date	30 June 2017
4	Term	5 years
5	Annual operating and maintenance funds	Amount to be confirmed annually in accordance with clause 6.1
6	DOT's Representative (for day to day administration of this Agreement)	Person: Lynn Kisler Title: Manager Local Ports Program Address: Department of Transport, PO Box 2797, Melbourne, Victoria, 3001 Ph (03) 9655 6963 Fax: (03) 9655 2074 Email address: lynn.kisler@transport.vic.gov.au
7	Port Manager's Representative (for day to day administration of this Agreement)	Person: [insert] Title: [insert] Address: [insert] Ph: [insert] Fax: [insert] Email address: [insert]

Description of Port

The Port of [Port]

19

Schedule 2 – Fixed Assets and Floating Plant

DOC/12/82886

Schedule 3 – Project Agreement

[DOT Comment – DOT is currently working on the template Project Agreement]

Schedule 4 – Annual Report Template

[DOT Comment – DOT is currently working on the template annual report]

Schedule 5 – Business Plan Template

[DOT Comment – DOT is currently working on the template business plan.]

Schedule 6 – Reporting

Report to DOT	Date	Who	Clause
Business Plan	31 March	Port Manager	5.1
Annual Budget	31 March	Port Manager	7.1.1
Asset Register	31 March	Port Manager	4.5.3
Annual Report	30 September	Port Manager	7.3.1
Asset Management Plan	30 September	Port Manager	10
Incident	Immediately	Port Manager	8.1.4

Response by DOT	Date	Who	Clause
Business Plan	31 May	DOT	5.2.1
Annual Budget	31 May	DOT	7.1.2
Operating and Maintenance Funding confirmation and estimate	30 June	DOT	6.1

Date ~~30/06/2010~~

DRAFT TEMPLATE FOR SOUTH-WEST LOCAL PORTS – 4 APRIL 2012

Port of ~~Apollo Bay~~[Port] Management Agreement

DEPARTMENT OF TRANSPORT

and

~~COLAC OTWAY SHIRE COUNCIL~~

[PORT MANAGER]

DOC/12/83147

Table of Contents

1. DEFINITIONS 1

2. GOVERNING PRINCIPLES AND PURPOSE 3

2.1 Guiding Principle 3
2.2 Role of this Agreement 3
2.3 Status of Agreement 3
2.4 Agreement to Negotiate 3
~~2.5 Representatives ..... 2.5~~ Revocation
~~3. TERM ..... 2.6~~ Representa

3. TERM 4

4. OWNERSHIP AND MANAGEMENT OF ASSETS 4

4.1 Fixed Assets 4
4.2 Non-Fixed Assets and Floating Plant 4
4.3 Maintenance 4
4.4 Permitted Use of Assets 4
4.5 Asset Register 5

5. BUSINESS PLAN 5

6. FUNDING 5

7. FINANCIAL REPORTING 8

7.1 Annual Budget Process 8
7.2 Accounts 9
7.3 Annual Reporting 9
7.4 Auditing 11

8. INSURANCE AND LIABILITY 11

8.1 Insurance 11
8.2 Indemnities 11

9. RISK MANAGEMENT 11

10. ASSET MANAGEMENT PLAN 12

11. DISPUTE RESOLUTION 12

12. TERMINATION 12

12.1 Termination Events 12
12.2 Consequences of Termination 12

13. GENERAL 12

13.1 Amendment 12
13.2 Entire Understanding 13
13.3 Waiver and Exercise of Rights 13
13.4 Assignment 13
13.5 Time of the Essence 13
13.6 GST 13

14. NOTICES 14

DOC/12/83147

14.1 Service of Notice 14
14.2 Particulars for Service 15
14.3 Time of Service 15

15. INTERPRETATION 15

15.1 Governing Law and Jurisdiction 15
15.2 Persons 15
15.3 Legislation 16
15.4 This Agreement, Clauses and Headings 16
15.5 Severance 16
15.6 Counterparts 16
15.7 Number and Gender 16
15.8 Relationship of Parties 17

SCHEDULE 1 – REPRESENTATIVES AND PORT DETAILS 21

SCHEDULE 2 – FIXED ASSETS AND FLOATING PLANT 25

SCHEDULE 2 3 – PROJECT AGREEMENT 27

SCHEDULE 3 4 – ANNUAL REPORT TEMPLATE 28

SCHEDULE 4 5 – BUSINESS PLAN TEMPLATE 29

SCHEDULE 6 – REPORTING 30

Port of ~~Apollo Bay~~[Port] Management Agreement

DATE ~~30/06/2010~~

BETWEEN

DEPARTMENT OF TRANSPORT for and on behalf of the Crown in Right of the State of Victoria of 121 Exhibition Street, Melbourne, Victoria, 3000

(**DOT**)

AND

~~**COLAC OTWAY SHIRE COUNCIL**~~[PORT MANAGER] a port manager of a local port established under the *Port Management Act 1995* of ~~2-6 Rae Street, Colac, Victoria, 3250~~[address]

(**Port Manager**)

RECITALS

A. DOT is responsible for managing the overall funding program for local ports and providing broad strategic planning services for local port facilities across the State.

B. The Port Manager manages and administers the Port as part of its statutory functions~~.~~ as set out in the *Port Management Act 1995.*

C. DOT has agreed to provide the Port Manager with funding for the administration and management of the Port.

D. This Agreement sets out the terms and conditions on which the Port Manager will manage and administer the Port and DOT will provide funding for the management and administration of the Port.

THIS AGREEMENT WITNESSES

1. DEFINITIONS

In this document unless expressed or implied to the contrary:

Agreement means this ~~Port of Apollo Bay Management Agreement~~agreement;

Business Day means a day on which banks are open for general banking business in Melbourne, Australia, other than a Saturday, Sunday or public holiday;

Business Plan means a business plan prepared in accordance with clause 5~~;~~

~~**Capital Expenditure** means expenditure~~ and which ~~is required to carry~~contains, as a minimum, the information set out ~~capital works~~ in ~~relation to the Port;~~Schedule 5;

Commencement Date means the date specified at item 2 of Schedule 1 ~~July 2010~~;

~~**Completion Date** means the date specified at item 3 of Schedule 1;~~

Dispute Guidelines means the Guidelines for the conduct of disputes between different public sector bodies within the State of Victoria issued by the Attorney-General, 2008, or any replacement dispute guidelines;

Financial Year means:

(a) the period commencing on the Commencement Date and ending on the following 30 June ~~2011~~;;

(b) each successive period of twelve months commencing on 1 July and ending on ~~30~~ 30 June; and

(c) the period commencing on 1 July immediately preceding the date of termination of this Agreement and ending on the date of such termination.

Fixed Asset means any asset that is static or immovable within the Port listed in ~~Schedule 3~~Schedule 2, or other asset as agreed in writing from time to time;

Floating Plant means all vessels, boats, barges and associated equipment to be used in relation to the Port listed in Schedule ~~4~~2, or other asset as agreed in writing from time to time;

Incident means an event that occurs within the Port that causes or has the potential to cause personal injury, property damage or environmental damage and is likely to result in an insurance claim or other action against the Port Manager or DOT;

Indemnity Policy means the Victorian Government's policy titled "Government policy and guidelines: indemnities and immunities, June 2008", or any replacement policy;

Non-Fixed Asset means any asset that is portable or movable other than Floating Plant to be used in relation to the Port and includes plant, vehicles, office equipment and furniture;

Port means the local port specified in Schedule 1;

~~**Representatives** means the representatives of each of the parties set out in Schedule 2;~~

~~**Safety and Environment Management Plan** means a management plan prepared in accordance with Part 6A of the *Port Management Act* 1995; and~~

~~**State** means the Crown in right of the State of Victoria; and~~

~~**Term** means the term set out in Clause 3.~~ **Port Manager** means the entity appointed to manage the Port by the Governor in Council under section 44A of the *Port Management Act 1995* and named at item 1 of Schedule 1;

Project Agreement means an agreement between DOT and the Port Manager for Project Funding substantially in the form attached at Schedule 3;

Project Funding means the funding provided by DOT or other Government entity in accordance with clauses 6.3 and 6.4 for the construction, reconstruction or replacement of Fixed Assets or Floating Plant;

Representatives means the representatives of each of the parties for the day to day administration of this Agreement set out at items 6 and 7 of Schedule 1;

Safety and Environment Management Plan means a management plan prepared in accordance with Part 6A of the *Port Management Act 1995*;

State means the Crown in right of the State of Victoria; and

Term means the term set out in clause 3.

2. GOVERNING PRINCIPLES AND PURPOSE

2.1 Guiding Principle

The parties will cooperate at all times to ensure that both parties meet their respective obligations under this Agreement.

2.2 Role of this Agreement

The role of this Agreement is to set out the terms and conditions on which:

2.2.1 the Port Manager will:

2.2.1.1 manage and administer the Port; and

2.2.1.2 consult with DOT in relation to the management and administration of the Port; and

2.2.2 DOT will fund the management and administration of the Port.

2.3 Status of Agreement

The parties acknowledge and agree that this Agreement is legally enforceable.

2.4 Agreement to Negotiate

The parties agree to use best endeavours to negotiate, in the last 12 months of this Agreement, the terms of a new management agreement relating to the management and administration of the Port that will commence on ~~1 July 2012~~ the day following the Completion Date.

2.5 Revocation of Appointment as Port Manager

The parties acknowledge and agree that the termination or the expiry of this Agreement will not revoke the appointment of the Port Manager as port manager of the Port. Such appointment will continue unless and until such time as it is revoked by Governor in Council pursuant to section 44A(2)(a) of the *Port Management Act 1995*. If the Port Manager requests that its appointment as port manager of the Port is to be revoked by Governor in Council, DOT will use its best endeavours to expedite this matter through the Governor in Council process.

~~2.5~~2.6 Representatives

The Representatives of the parties will be responsible for the day to day management of this Agreement and any communications under this Agreement.

3. TERM

~~This~~The Term of this Agreement is specified at Item 4 of Schedule 1 and will commence on ~~1 July 2010 and continue for 2 years~~the Commencement Date and will expire on the Completion Date unless this Agreement is terminated in accordance with clause 12.

4. OWNERSHIP AND MANAGEMENT OF ASSETS

4.1 Fixed Assets

4.1.1 The State owns the Fixed Assets and will retain ownership of the Fixed Assets.

4.1.2 DOT controls the Fixed Assets on behalf of the State.

4.1.3 The Port Manager will be responsible for the management, maintenance and operational control of the Fixed Assets on behalf of DOT.

4.1.4 Ownership of the Fixed Assets will not transfer to the Port Manager.

4.1.5 The Port Manager must not dispose, remove, close or change the use of any Fixed Assets unless it has notified, consulted with and obtained the prior written approval of DOT.

4.2 Non-Fixed Assets and Floating Plant

4.2.1 Non-Fixed Assets and any Floating Plant are the property of the Port Manager and, subject to clauses 4.2.2 and 4.2.3, may be sold or otherwise disposed of, replaced, repaired or dealt with by the Port Manager as its own property. ~~Funding for any major repairs and replacement of the Floating Plant used for dredging will be the responsibility of DOT.~~

4.2.2 If this Agreement terminates as referred to in clause 12.1 or otherwise, the Non-Fixed Assets and the Floating Plant owned by the Port Manager at the date of termination will cease to be property of the Port Manager and will immediately transfer to the property of DOT.

4.2.3 The Port Manager must not sell or otherwise dispose of a Non-Fixed Asset or Floating Plant with a current replacement value exceeding $50,000 without giving 1 month's prior written notice to DOT and offering first right of purchase to the port managers of all other Victorian local ports.

4.3 Maintenance

The Port Manager must manage, repair, maintain in good condition and, where necessary, replace all assets to the best of its ability, within the constraints of available funding and income, and in accordance with good business practice.

4.4 Permitted Use of Assets

The Port Manager must only use the Fixed Assets, Non-Fixed Assets and Floating Plant for the management and administration of the Port unless otherwise approved in writing by DOT.

4.5 Asset Register

4.5.1 The Port Manager must maintain a register of all assets held or managed by it.

4.5.2 The Port Manager must record the Fixed Assets, Non-Fixed Assets and Floating Plant in the asset register at a fair value.

~~4.5.2~~4.5.3 The Port Manager will, by no later than 31 March in each year of the Term, submit to DOT a copy of the asset register maintained in accordance with this clause 4.5.

5. BUSINESS PLAN

5.1 By 31 March in each year of the Term, the Port Manager must prepare and submit to DOT a Business Plan for the 3 Financial Years commencing on the immediately following 1 July -which establishes a planning framework for the management and administration of the Port ~~term with forward budget estimates.~~ and forecasts for end of year position for the current Financial Year.

5.2 The Business Plan must:

5.2.1 be reviewed by DOT by 31 May of that year and DOT must, as soon as ~~reasonably~~ practicable after that date, advise the Port Manager of approval or otherwise, and where necessary, provide particulars of items which have not been approved;

5.2.2 form the basis of budget proposals for the management and administration of the Port;

5.2.3 include proposed capital works for the 3 Financial Years commencing on 1 July of that year; and

5.2.4 be prepared following a review of the previous year's Business Plan with variations reported on and submitted in conjunction with the annual budget submission.

6. FUNDING

~~On or after 1 July in each year of~~ ***OPERATING AND MAINTENANCE FUNDS***

6.1 DOT will:

~~6.1~~6.1.1 confirm the ~~Term,~~ operating and maintenance funds that DOT will provide to the Port Manager ~~with operating and maintenance funds (net of revenue)~~ for ~~the~~ each Financial Year ~~determined within the context of the most recent Business Plan for the Port Manager to manage and administer the Port.~~;

6.1.2 provide an estimate of operating and maintenance funds that DOT anticipates that it will provide to the Port Manager for future Financial Years; and

6.1.3 provide operating and maintenance funds to the Port Manager for each Financial Year,

in accordance with the timetable set out below:

Date by which DOT will provide confirmation of operating and maintenance funds and an estimate of operating and maintenance funds for future Financial Years	Financial Year to which the confirmation of operating and maintenance funds will relate	When DOT will pay the operating and maintenance funds to the Port Manager	Financial Years to which the estimate of operating and maintenance funding will relate
1 July 2012	1 July 2012 – 30 June 2013	On or after 1 July 2012	1 July 2013 – 30 June 2014 1 July 2014 – 30 June 2015
30 June 2013	1 July 2013 – 30 June 2014	On or after 1 July 2013	1 July 2014 – 30 June 2015 1 July 2015 – 30 June 2016
30 June 2014	1 July 2014 – 30 June 2015	On or after 1 July 2014	1 July 2015 – 30 June 2016 1 July 2016 – 30 June 2017
30 June 2015	1 July 2015 – 30 June 2016	On or after 1 July 2015	1 July 2016 – 30 June 2017 1 July 2017 – 30 June 2018
30 June 2016	1 July 2016 – 30 June 2017	On or after 1 July 2016	1 July 2017 – 30 June 2018 1 July 2018 – 30 June 2019

6.2 In determining the amount of operating and maintenance funds described in clauses 6.1.1 and 6.1.2, DOT will take into account the most recent Business Plan submitted by the Port Manager.

PROJECT FUNDING

~~6.2~~6.3 DOT may provide to the Port Manager ~~or recommend that another Government entity provides to the Port Manager, an amount of capital funding.~~an amount of Project Funding. All Project Funding that is provided by DOT to the Port Manager will be governed by the terms of a Project Agreement.

~~6.3~~6.4 DOT will determine the amount of ~~capital funding~~Project Funding referred to in clause 6.3 (if any) by reference to:

~~6.3.1~~6.4.1 the priorities identified in the Business Plan;

~~6.3.2~~6.4.2 the priorities identified in the asset management plan prepared in accordance with clause 10;

~~6.3.3~~6.4.3 the priorities identified in the Safety and Environment Management Plan;

~~6.3.4~~6.4.4 the priorities identified by DOT across the whole of the Victorian local ports program; and

~~6.3.5~~6.4.5 available funding under the Victorian local ports program or available funding under other Victorian Government sources.

FEES AND CHARGES

~~6.4~~6.5 The Port Manager will utilise its legislative power to levy fees and charges for services provided, having regard to issues of equity of use and access, to maximise the user pays component of its income. In addition, to the extent permitted by legislation, the Port Manager must endeavour to recover the full cost of all utilities (such as electricity and water) provided to ~~port~~Port users.

UNFORSEEN EVENT

~~6.5~~6.6 In the event that storms or other serious unforseen events result in significant damage to any Fixed Assets, Non-Fixed Assets or Floating Plant, the Port Manager may submit to DOT, no later than 30 days following the storm or other serious unforseen event, an application to access repairs and maintenance funds for the purpose of repair.

6.7 Any application for funds in accordance with clause 6.6 must include details of the material and labour costs required to undertake the rectification works, and may only include costs incurred over and above the normal operating and maintenance budget.

~~6.6~~6.8 Upon receipt of a submission made under clause 6.6, DOT will reassess the state-wide repairs and maintenance program for Victorian local ports and make payments as determined appropriate.

6.9 If DOT does not provide funding for the full cost of performing any necessary repairs and maintenance following a submission from the Port Manager under clause 6.6, nothing in this Agreement shall require the Port Manager to itself provide funding from its own resources. Nothing in this clause in any way excludes, limits or reduces the Port Manager's statutory functions as a port manager of a local port under the *Port Management Act 1995*.

GENERAL

~~6.7~~6.10 The Port Manager must invest any funds provided by DOT or other Government entity for the Port, as follows:

~~6.7.1~~6.10.1 cash funds held by the Port Manager must be invested with financial institutions which are regulated by the Australian Prudential Regulation Authority (APRA), and are listed by ~~them~~APRA as an Authorised Deposit – taking Institution (ADI);

~~6.7.2~~6.10.2 ~~if applicable,~~ the Port Manager must invest any funds over $2,000,000 ~~-~~(or higher amount as determined from time to time by the Department of Treasury and Finance) with the Treasury Corporation of Victoria (TCV), provided such investment does not delay expenditure of

funds for their intended purpose, and that all interest earned on cash funds and investments is to be included in the annual financial statements; and

~~6.7.3~~6.10.3 the Port Manager must not invest any new funds in shares or other financial products, or with other institutions not specified in ~~clause~~clauses 6.10.1 or 6.10.2.

~~6.8~~6.11 If:

~~6.8.1~~6.11.1 the Port Manager does not expend the funds (or any part of the funds) during the Financial Year in which the funds are provided; and/or

~~6.8.2~~6.11.2 the Port Manager earns interest on the funds,

the Port Manager is permitted to retain those funds (including any interest earned) and must use those funds in accordance with the timetable for their expenditure approved by DOT under clause ~~7.1.2~~7.1.2.

7. FINANCIAL REPORTING

7.1 Annual Budget Process

7.1.1 The Port Manager must prepare and submit to DOT by no later than 31 March in each year of the Term ~~-~~a proposed annual budget for the upcoming Financial Year which shows:

7.1.1.1 estimated revenue and sources of revenue of the Port including fees, charges and grants;

7.1.1.2 other sources of funding of the Port of an operating nature;

7.1.1.3 details of any funds provided to the Port Manager during a previous Financial Year which it is anticipated will remain unexpended and details of and a timetable for their expenditure;

7.1.1.4 a schedule of proposed fees and charges to be levied by the Port Manager for services provided in accordance with clause ~~6.4~~6.5 of this Agreement;

7.1.1.5 direct employment expenses and other direct operating expenses of the Port, including any associated overheads;

7.1.1.6 detailed forecast of estimated capital works (including associated dredging) necessary for the Port, including total estimated cost for each ~~capital works~~ project, for the following three years, listed in order of priority;

7.1.1.7 reason for the requirement of any capital works (eg. addresses risk or adds value to the ports business); and

7.1.1.8 details of forecast asset maintenance expenditure.

7.1.2 DOT will, by 31 May of that year, review the budget submitted and will, as soon as practicable after that date, advise the Port Manager of approval or otherwise and, where necessary, provide particulars of items which have not been approved.

7.2 Accounts

7.2.1 The Port Manager must maintain a separate cost centre or identifiable charge line in its accounts for its functions as a port manager.

7.2.2 The Port Manager must comply with Australian Accounting Standards including the use of accrual not cash accounting.

7.2.3 Administrative costs (including all staff costs not directly attributable to on-ground works and services), must be separated from direct operating expenditure on facilities and functions.

7.2.4 Expenditure must be allocated to identifiable facilities, assets or services ~~or to administrative job numbers~~.

7.3 Annual Reporting

7.3.1 The Port Manager will, by no later than 30 September in each year of the Term, prepare and submit to DOT a report on the outcomes of the previous Financial Year's Business Plan and budget as well as the following annual accounts and statements:

7.3.1.1 Financial reports – to show budget and actual revenue and expenditure and commentary on material variations and be prepared on an accrual basis

7.3.1.1.1 An operating statement showing revenue and expenditure~~ by job number (facilities and services)~~.

7.3.1.1.2 A statement showing ~~Capital Expenditure~~.capital expenditure.

7.3.1.1.3 A statement of funds provided to the Port Manager during previous Financial Years that remain unexpended, including a reasonable allocation of interest earned on accumulated cash funds over the year; and a statement detailing cash which is earmarked for specific purposes (e.g. employee benefits) showing committed and uncommitted cash (e.g. future capital works).

7.3.1.1.4 A statement showing maintenance expenditure (annual cost of asset maintenance for fixed assets and major plant and equipment) for each class of asset (eg. jetties, navigation aids, etc.).

7.3.1.1.5 A statement of cash flows.

~~7.3.1.1.6A statement detailing cash which is earmarked for specific purposes (eg employee benefits) showing restricted and unrestricted cash.~~

~~7.3.1.1.7~~7.3.1.1.6 A statement of financial position (excluding valuations for Crown Land).

~~7.3.1.1.8~~7.3.1.1.7 A statement of the accounting policy employed for the preparation of ~~such~~the annual accounts and statements.

~~7.3.1.1.9~~7.3.1.1.8 Any known contingent liabilities.

7.3.1.2 Program reporting (in respect of capital and recurrent works)

7.3.1.2.1 Details of operations in comparison to budget.

7.3.1.2.2 Cash flow details in comparison to budget.

7.3.1.2.3 Details of works progress against works program.

7.3.1.2.4 A commentary in respect of any substantial variation regarding the preceding items.

7.3.1.2.5 Where dredging operations are performed, a statement on the cost of the dredging, an estimate of the amount of dredging performed (either number of days in operation or volumes dredged) and whether access to the Port has been restricted by a failure/inability to dredge.

7.3.1.2.6 Significant (known or anticipated) events that may adversely impact on the Port Manager's ability to perform its task as port manager.

7.3.1.3 Incident reporting

7.3.1.3.1 A summary of each and every ~~incident~~Incident which was reported or recorded in the Port during the course of the year.

7.3.1.3.2 A separate report on any ~~incident~~Incident for which further information was requested through the Port Manager's insurers.

~~7.3.2~~The ~~Port Manager will, by no later than 31 March in each year of the Term, submit~~report provided to DOT ~~a copy of the asset register maintained~~ in accordance with clause 7.3.1~~.~~

7.3.2 must contain, as a minimum, the information set out in Schedule 4.

7.4 Auditing

The annual accounts to be provided to DOT in accordance with clause 7.3.1.1 must be prepared in accordance with Australian Accounting Standards and audited and signed off by an independent certified company auditor in accordance with ~~the Standards required by CPA Australia or the Institute of Chartered Accountants in Australia~~Australian Auditing Standards.

8. INSURANCE AND LIABILITY

8.1 Insurance

8.1.1 The Port Manager will insure and keep insured the Non-Fixed Assets against damage by theft, fire, explosion, storm and tempest, riots, strikes, accidental and malicious damage, earthquake, impact by vehicles vessels or aircraft, internal water and flood, as appropriate, and in accordance with good business practice.

8.1.2 DOT will maintain the following insurance cover as appropriate:

8.1.2.1 insurance for ~~–~~the Fixed Assets ~~and Floating Plant~~ (under DOT's Industrial Special Risks policy)~~ and pay for the deductibles or will provide self insurance at an appropriate level in consultation with the Port Manager~~;

8.1.2.2 Port Operators Liability; and

8.1.2.3 Marine Hulls (Floating Plant).

8.1.3 DOT will pay any deductibles (excess) arising under the insurance policies listed in clause 8.1.2 or will provide self insurance at an appropriate level in consultation with the Port Manager.

8.1.4 If there is an Incident, the Port Manager must notify DOT immediately and provide written details about the Incident in the form requested by DOT.

8.2 Indemnities

In accordance with clause 5.3.12 of the Indemnity Policy, the parties acknowledge that the use of contractual indemnities between Government entities is not recommended. The parties agree that this Agreement is an appropriate mechanism to identify and state the respective roles and responsibilities of each of the parties.

Any dispute relating to any actions, claims or losses (including liability for loss) arising from or in connection with this Agreement shall be determined in accordance with clause ~~11~~11.

9. RISK MANAGEMENT

9.1 The Port Manager must undertake a risk audit as part of its Business Plan preparation and report to DOT by ~~30 September~~31 March in each year of the Term on actions taken to address identified risks.

9.2 The Port Manager must develop and seek approval for its Safety and Environment Management Plan as required in Part 6A of the *Port Management Act 1995*, and will monitor, report on and update its plan as required. In addition to the requirements set out in section 91D of the *Port Management Act 1995*, the Port Manager must prioritise the measures and strategies to be implemented by the Port Manager to prevent or reduce risks associated with the operation of the Port in the Safety and Environment Management Plan.

~~9.3The Port Manager will provide a monthly report to DOT listing the details of any incident that occurred within the Port during the preceding month that could potentially result in a claim against the Port Manager or DOT.~~

10. ASSET MANAGEMENT PLAN

The Port Manager must develop in a form agreed by the parties and seek approval for the asset management plan by 30 September in each year of the Term. The Port Manager must monitor, report on and update the plan as required. The Port Manager must prioritise asset maintenance projects in the asset management plan.

11. DISPUTE RESOLUTION

If there is a dispute between the parties related to the Agreement, then the dispute will be resolved in accordance with the Dispute Guidelines.

12. TERMINATION

12.1 Termination Events

12.1.1 The parties may agree in writing to terminate this Agreement at any time.

12.1.2 This Agreement will immediately terminate if the Port Manager ceases to be a port manager under the *Port Management Act 1995* in respect of the Port.

12.1.3 Either party may terminate this Agreement in the event that the other party commits a breach of this Agreement and fails to remedy the breach within 90 days of notice of the breach and where the breach has not been resolved by the procedure in clause 11 of this Agreement.

12.2 Consequences of Termination

If this Agreement is terminated under clause 12.1:

12.2.1 clause 4.2.2 will apply; and

12.2.2 the Port Manager will return any funds provided to it by DOT under this Agreement which have not been expended by the Port Manager in accordance with this Agreement.

13. GENERAL

13.1 Amendment

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

13.2 Entire Understanding

This Agreement contains the entire understanding between the parties as to the subject matter contained in it.

13.3 Waiver and Exercise of Rights

13.3.1 A single or partial exercise or waiver of a right relating to this Agreement does not prevent any other exercise of that right or the exercise of any other right.

13.3.2 No party will be liable for any loss or expense incurred by another party caused or contributed to by the waiver, exercise, attempted exercise, failure to exercise or delay in the exercise of a right.

13.4 Assignment

Neither party may assign its rights under this Agreement without the prior written consent of the other party.

13.5 Time of the Essence

Time is of the essence as regards all dates, periods of time and times specified in this Agreement.

13.6 GST

13.6.1 In this clause ~~13.6~~13.6 unless expressed or implied to the contrary:

Adjustment has the same meaning given to that term in the GST Act.

Adjustment Note has the same meaning given to that term in the GST Act.

Consideration means consideration payable under this Agreement in return for a Taxable Supply, but does not include any amount on account of GST.

GST has the same meaning given to that term in the GST Act.

GST Act means *A New Tax System (Goods and Services Tax) Act 1999* (Cth).

GST Amount has the same meaning given to that term in clause ~~13.6.3~~13.6.3.

Input Tax Credit has the same meaning given to that term in the GST Act, but also includes a reduced input tax credit under Division 70 and an adjusted input tax credit under Division 132 of the GST Act.

Recipient has the same meaning given to that term in the GST Act.

Supplier means the entity making a Supply to the Recipient.

Supply has the same meaning given to that term in the GST Act.

Tax Invoice has the same meaning given to that term in the GST Act.

Taxable Supply has the same meaning given to that term in the GST Act.

13.6.2 Except as otherwise provided by this clause, all Consideration payable under this Agreement in relation to any Supply is inclusive of GST.

13.6.3 To the extent that any Supply under this Agreement constitutes a Taxable Supply, the Consideration payable by the Recipient to the Supplier will be increased by the applicable amount of GST (**GST Amount**), which shall be calculated by multiplying the amount upon which GST is payable by the prevailing rate of GST.

13.6.4 Any GST Amount must be paid by the Recipient to the Supplier at the same time and in the same manner as the relevant Consideration is paid or given under this Agreement, without any right of set-off or deduction (unless otherwise provided in this Agreement).

13.6.5 If this Agreement requires the Recipient to pay, reimburse or contribute to any expense, loss or outgoing suffered or incurred by the Supplier, the amount which the Recipient must pay, reimburse or contribute will be the amount net of any Input Tax Credits to which the Supplier is entitled to claim in respect of the outgoing, in addition to any GST Amount if the payment, reimbursement or contribution constitutes a Taxable Supply by the Supplier to the Recipient.

13.6.6 The Supplier must issue the Recipient with a valid Tax Invoice at or prior to the time of payment of any GST Amount.

13.6.7 To the extent that any Adjustment occurs in relation to a Taxable Supply, the Supplier must issue an Adjustment Note to the Recipient within five Business Days of becoming aware of the Adjustment, and any payment necessary to give effect to such Adjustment must be made within five Business Days after the date of receipt of the Adjustment Note.

14. NOTICES

14.1 Service of Notice

A notice or other communication required or permitted, under this Agreement, to be served on a person must be in writing and may be served:

14.1.1 personally on the person specified in clause-14.2.1;

14.1.2 by leaving it at the person's current address for service;

14.1.3 by posting it by prepaid post addressed to that person at the person's current address for service;

14.1.4 by facsimile to the person's current number for service; or

14.1.5 by email to the person's current email address for service.

14.2 Particulars for Service

14.2.1 The particulars for service of each of the parties are the particulars for their Representatives set out in Schedule ~~2~~1.

14.2.2 Any party may change the address or facsimile number for service by giving notice to the other parties.

14.2.3 If the person to be served is a company, the notice or other communication may be served on it at the company's registered office.

14.3 Time of Service

A notice or other communication is deemed served:

14.3.1 if served personally or left at the person's address, upon service;

14.3.2 if posted within Australia to an Australian address, two Business Days after posting and in any other case, seven Business Days after posting;

14.3.3 if served by facsimile, subject to clause 14.3.5, at the time indicated on the transmission report produced by the sender's facsimile machine indicating that the facsimile was sent in its entirety to the addressee's facsimile;

14.3.4 if served by email, subject to clause 14.3.5 at the time the notice or other communication comes to the attention of the addressee;

14.3.5 if received after 6.00pm in the place of receipt or on a day which is not a Business Day, at 9.00am on the next Business Day.

15. INTERPRETATION

15.1 Governing Law and Jurisdiction

This Agreement is governed by and is to be construed in accordance with the laws of Victoria. Each party irrevocably and unconditionally submits to the non-exclusive jurisdiction of the courts of Victoria and waives any right to object to proceedings being brought in those courts.

15.2 Persons

In this Agreement, a reference to:

15.2.1 a person includes a firm, partnership, joint venture, association, corporation or other corporate body;

15.2.2 a person includes the legal personal representatives, successors and permitted assigns of that person; and

15.2.3 any body which no longer exists or has been reconstituted, renamed, replaced or whose powers or functions have been removed or transferred to another body or agency, is a reference to the body which most closely serves the purposes or objects of the first-mentioned body.

15.3 Legislation

In this Agreement, a reference to a statute includes regulations under it and consolidations, amendments, re-enactments or replacements of any of them.

15.4 This Agreement, Clauses and Headings

In this Agreement:

15.4.1 a reference to this or other document includes the document as varied or replaced regardless of any change in the identity of the parties;

15.4.2 a reference to a clause, schedule, appendix or annexure is a reference to a clause, schedule, appendix or annexure in or to this Agreement all of which are deemed part of this Agreement;

15.4.3 a reference to writing includes all modes of representing or reproducing words in a legible, permanent and visible form;

15.4.4 headings and sub-headings are inserted for ease of reference only and do not affect the interpretation of this Agreement;

15.4.5 where an expression is defined, another part of speech or grammatical form of that expression has a corresponding meaning; and

15.4.6 where the expression 'including' is used, it means 'including without limitation'.

15.5 Severance

15.5.1 If a provision in this Agreement is held to be illegal, invalid, void, voidable or unenforceable, that provision must be read down to the extent necessary to ensure that it is not illegal, invalid, void, voidable or unenforceable.

15.5.2 If it is not possible to read down a provision as required in this clause, that provision is severable without affecting the validity or enforceability of the remaining part of that provision or the other provisions in this Agreement.

15.6 Counterparts

This Agreement may be executed in any number of counterparts all of which taken together constitute one instrument.

15.7 Number and Gender

In this Agreement, a reference to:

15.7.1 the singular includes the plural and vice versa; and

15.7.2 a gender includes the other genders.

15.8 Relationship of Parties

This Agreement is not intended to create a partnership or joint venture relationship between the parties.

EXECUTED by the parties

SIGNED by the **DEPARTMENT OF TRANSPORT'S REPRESENTATIVE** for and on behalf of the **CROWN IN RIGHT OF THE STATE OF VICTORIA** in the presence of:)
)
)

Witness (Signature)

Jim Betts

Witness (Print name)

Date:

THE COMMON SEAL of **THE PORT MANAGER** was affixed in the presence of:)
)
)

Chairperson (Signature)

Chairperson (Print name)

Witness (Signature)

Witness (Print name)

Date:

~~**THE COMMON SEAL** of the **COLAC OTWAY SHIRE COUNCIL** was hereunto affixed in the presence of:~~)
)
)

~~Chief Executive Officer (Signature)~~

~~Chief Executive Officer (Print name)~~

~~Date:~~

DOC/12/83147

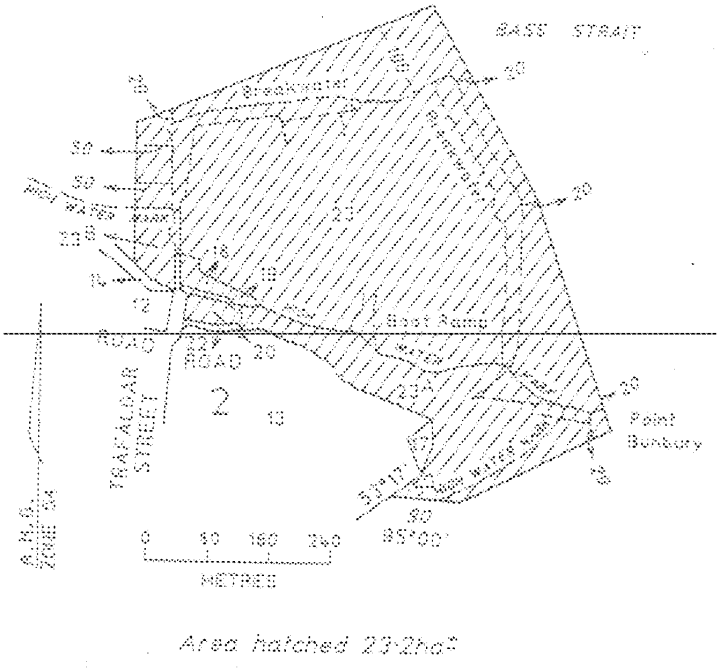
DOC/12/83147

~~Schedule 1~~

~~Description of Port~~

~~All of the lands and waters shown by hatching on the plan below:~~

Schedule 1 – Representatives and Port Details



~~Schedule 2~~

~~**Representatives**~~

~~**DOT**~~

~~Person: **Ms Lynn Kisler**~~

~~Title: Manager Local Ports Program~~

~~Address: PO Box 2797, Melbourne, Victoria, 3001~~

~~Facsimile number: (03) 9655 2074~~

~~Email address: lynn.kisler@transport.vic.gov.au~~

~~**Port Manager**~~

~~Person: **Mr Ranjani Jha**~~

~~Title: Manager Major Contracts~~

~~Address: PO Box 283, Colac, Victoria, 3250~~

~~Facsimile number: (03) 5232 1046~~

~~Email address: Ranjani.Jha@colacotway.vic.gov.au~~

~~Schedule 3~~

~~Fixed Assets~~

~~Wharves, jetties, walls~~

~~East End Jetty wall~~
~~Western Bund wall~~
~~Point Bunbury Groyne~~
~~Main Eastern Breakwater~~
~~Lee Breakwater~~
~~East End Jetty~~
~~New Boat Ramp Jetty~~
~~Western Marina~~
~~Eastern Marina~~
~~Marina walkway~~
~~Marina approach walkway~~
~~Fishermans Landing~~
~~Retaining wall north of Depot~~

~~Buildings/Depot/Equipment~~

~~Depot paved area~~
~~Undercover area (between workshop and storage)~~
~~Boat ramp~~
~~Boom gate at main entrance~~
~~Yard surrounds - General yard~~
~~Workshop~~
~~Depot office~~
~~Winch shed~~
~~Store building~~
~~Open shed~~
~~Fencing around yards~~
~~Main gravel carpark~~
~~Main approach road~~
~~Main Eastern Breakwater road~~
~~Approach road western wall~~

~~Slipway~~

~~Slipway comprising:~~
~~Steel Framed Track Support~~
~~Concrete Track Support~~
~~Retaining Wall~~
~~Concrete Paved Apron~~
~~Concrete Surrounds~~
~~Winch 35 tonne~~
~~Winch Cable~~
~~Cradles~~

~~Navigation aids~~

~~Front harbour transit beacon~~
~~Main Eastern Breakwater beacon~~
~~Point Bunbury front beacon~~
~~Harbour rear transit beacon~~

~~Point Bunbury rear beacon~~
~~Hayley Point front beacon~~
~~Hayley Point rear beacon~~
~~East End Jetty daymark~~
~~Skenes Creek front nav beacon~~
~~Skenes Creek rear nav beacon~~
~~Port hand floating beacon (buoy)~~

Item	Item Description	Details
1	Port Manager	[Port Manager]
2	Commencement Date	1 July 2012
3	Completion Date	30 June 2017
4	Term	5 years
5	Annual operating and maintenance funds	Amount to be confirmed annually in accordance with clause 6.1
6	DOT's Representative (for day to day administration of this Agreement)	Person: Lynn Kisler Title: Manager Local Ports Program Address: Department of Transport, PO Box 2797, Melbourne, Victoria, 3001 Ph (03) 9655 6963 Fax: (03) 9655 2074 Email address: lynn.kisler@transport.vic.gov.au
7	Port Manager's Representative (for day to day administration of this Agreement)	Person: [insert] Title: [insert] Address: [insert] Ph: [insert] Fax: [insert] Email address: [insert]

~~----------~~

Description of Port

The Port of [Port]

Schedule 4

2 – Fixed Assets and Floating Plant

~~Gannet dredge and 180m floating dredge pipeline with floats~~
~~Corsair – workboat~~
~~Barrum – workboat~~
~~Runabout~~

Schedule 3 – Project Agreement

[DOT Comment – DOT is currently working on the template Project Agreement]

Schedule 4 – Annual Report Template

[DOT Comment – DOT is currently working on the template annual report]

Schedule 5 – Business Plan Template

[DOT Comment – DOT is currently working on the template business plan.]

Schedule 6 – Reporting

Report to DOT	Date	Who	Clause
Business Plan	31 March	Port Manager	5.1
Annual Budget	31 March	Port Manager	7.1.1
Asset Register	31 March	Port Manager	4.5.3
Annual Report	30 September	Port Manager	7.3.1
Asset Management Plan	30 September	Port Manager	10
Incident	Immediately	Port Manager	8.1.4

Response by DOT	Date	Who	Clause
Business Plan	31 May	DOT	5.2.1
Annual Budget	31 May	DOT	7.1.2
Operating and Maintenance Funding confirmation and estimate	30 June	DOT	6.1

TABLE SHOWING DIFFERENCES BETWEEN CURRENT AND PROPOSED LOCAL PORT MANAGEMENT AGREEMENTS FOR 2012 - 2017

SOUTH-WEST PORTS

Please note that this document is provided for guidance to local port managers only and does not constitute legal advice from DOT.

Clause in 2012 – 2017 Management Agreement	Change from Existing Management Agreement	Explanation	Change accepted (Y/N)	Port Manager Comments (only if you do not accept the new clause)	DOT Response
Recital B	Insert "as set out in the Port Management Act 1995"	To clarify the legislation in which the statutory functions are located.			
Clause 1	In the definition of "Business Plan", insert the words "and which contains, as a minimum, the information set out in Schedule 5"	The business plan must be prepared in accordance with clause 5 and must contain as a minimum, the information set out in Schedule 5. DOT is currently working on Schedule 5 and will provide a copy separately for your review.			
Clause 1	Removal of defined term "Capital Expenditure"	This defined term is no longer used.			

Clause in 2012 – 2017 Management Agreement	Change from Existing Management Agreement	Explanation	Change accepted (Y/N)	Port Manager Comments (only if you do not accept the new clause)	DOT Response
Clause 1	Definitions of "Commencement Date", "Completion Date" are amended	These dates are now included in Schedule 1.			
Clause 1	In the definition of "Financial Year" remove the word "2011"	Amended to make the management agreement relevant for the period 1 July 2012 – 30 June 2017.			
Clause 1	Insert definition of "Incident"	For clarity as to what is an "Incident" for reporting purposes.			
Clause 1	Insert definition of "Port Manager"	For clarity.			
Clause 1	Insert definitions of "Project Agreement" and "Project Funding"	Funding for the construction or reconstruction of Port assets that is provided by DOT will be governed by the terms of a Project Agreement which will be attached at Schedule 3. DOT is currently working on the template Project Agreement and will provide a copy separately for your review.			

Clause in 2012 Management Agreement	Change from Existing Management Agreement	Explanation	Change accepted (Y/N)	Port Manager/Council comments (only if you do not accept the new clause)	DOT Response
Clause 1	Amendment to the definition of "Representatives"	To avoid any confusion between the representatives with authorisation to sign the agreement and the representatives for the day to day administration of the management agreement.			
Clause 2.4 (Agreement to Negotiate)	Various amendments	The negotiations for the new management agreement will take place in the last 12 months.			
Clause 2.5 (Revocation of Appointment as Port Manager)	Insert clause relating to revocation of appointment as port manager	To clarify that the expiry or termination of the management agreement will not revoke the appointment of the port manager. The appointment and revocation of port managers involves a Governor in Council process (not a DOT process).			
Clause 3 (Term)	Amended description of the term of the management agreement	The term of the management agreement is now included in Schedule 1.			

DOC/12/56249

Clause in 2012 – 2017 Management Agreement	Change from Existing Management Agreement	Explanation	Change accepted (Y/N)	Port Manager Comments (only if you do not accept the new clause)	DOT Response
Clause 4.2.1 (Non-Fixed Assets and Floating Plant) [Port of Apollo Bay only]	[Port of Apollo Bay only] Delete the sentence "Funding for any major repairs and replacement of the Floating Plant used for dredging will be the responsibility of DOT"	[Port of Apollo Bay only] Refer to definition of Project Funding and clauses 6.3 and 6.4.			
Clause 4.2.3 (Non-Fixed Assets and Floating Plant)	Insert the word "current"	For clarity.			

Clause in 2012-2017 Management Agreement	Change from Existing Management Agreement	Explanation	Change accepted (Y/N)	Port Manager Comments (only if you do not accept the new clause)	DOT Response
Clause 4.3 (Maintenance)	Insert the words "within the constraints of available funding and income"	To confirm that port managers will not breach their contractual obligations to DOT under the management agreement if they maintain port assets within the constraints of available funding and income. Please be aware that nothing in this clause affects the port manager's statutory functions under the *Port Management Act 1995* or any liability that the port manager may have to users of the port or liability under any legislation.			
Clause 4.5.3 (Asset Register)	Moved former clause 7.3.2 to clause 4.5.3	The requirement to submit a copy of the asset register is separate to the annual reporting process.			
Clause 5.1 (Business Plan)	Replace the words "with forward budget estimates" with "and forecasts for the end of year position for the current Financial Year"	To clarify what forecasts are required.			

Clause in 2012 Management Agreement	Change from Existing Management Agreement	Explanation	Change accepted (Y/N)	Port Manager or Council comments (only if you do not accept the new clause)	DOT Response
Clauses 6.1and 6.2 (Operating and Maintenance)	Insertion of new clauses 6.1 and 6.2	To provide port managers with more certainty as to when operating and maintenance funds will be provided and what factors DOT will take into account in deciding the amount that will be provided. DOT will also provide an estimate of the operating and maintenance funds for the next two financial years.			
Clause 6.3 (Project Funding)	Amendment to clause 6.3.	All project funding (previously described as capital funding) that is provided by DOT will be governed by Project Agreements. The form of Project Agreement will be attached at Schedule 3. DOT is currently working on the template Project Agreement and will provide a copy separately for your review.			

DOC/12/56249

6

Clause in 2012 – 2017 Management Agreement	Change from Existing Management Agreement	Explanation	Change Accepted (Y/N)	Port Manager Comments (only if you do not accept the new clause)	DOT Response
Clause 6.7 (Unforseen Event)	Insert new clause 6.7	To clarify what information an application for funds for storm damage must include			
Clause 6.9 (Unforseen Event)	Insert new clause 6.9	To confirm that port managers do not have a contractual obligation to DOT under their management agreements to provide funding for repairs and maintenance if DOT doesn't provide funding for the full cost of repairing storm damage. Please be aware that nothing in this clause affects the port manager's statutory functions under the *Port Management Act 1995* or any liability that the port manager may have to users of the port or liability under any legislation.			

Clause in 2012 – 2017 Management Agreement	Change from Existing Management Agreement	Explanation	Change accepted (Y/N)	Port Manager Comments (only if you do not accept the new clause)	DOT Response
Clause 6.10 (General)	Insert the words "or other Government entity for the Port"	To clarify that the investment requirements in clause 6.10 only apply to funds provided by DOT / other Government entity for the port. This clause does not apply to funds held for non-port purposes e.g Council purposes.			
Clause 6.10.2 (General) [New clause for Port of Warrnambool only]	[Port of Warrnambool only] Insert new clause 6.10.2	[Port of Warrnambool only] To require the port manager to invest funds over $2 million with the Treasury Corporation of Victoria.			
Clauses 7.1.1.1, 7.1.1.3 and 7.1.1.6 (Annual Budget Process)	Minor amendments	To clarify the items that the budget must contain.			
7.2.2 (Accounts)	Insert the words "including the use of accrual not cash accounting"	To confirm that Port Managers must use accrual and not cash accounting.			

DOC/12/56249

Clause in 2012 – 2017 Management Agreement	Change from Existing Management Agreement	Explanations	Change accepted (Y/N)	Port Manager Comments (only if you do not accept the new clause)	DOT Response
7.2.4 (Accounts)	Delete the words "or to administrative job numbers"	Allocation to administrative job numbers is no longer required.			
7.3.1.1 (Annual Reporting)	Various amendments	For clarity. Former clause 7.3.1.1.6 has been combined with clause 7.3.1.1.3. It is no longer necessary to show revenue and expenditure by job number.			
Former clause 7.3.2 (Incident Reporting)	This clause has been moved to clause 4.5.3				
7.3.2 (Annual Reporting)	New clause 7.3.2	The annual report to be provided to DOT in accordance with clause 7.3.1 must contain as a minimum, the information set out at Schedule 4. DOT is currently working on Schedule 4 and will provide a copy separately for your review.			

DOC/12/56249

9

Clause in 2012 Management Agreement	Change from Existing Management Agreement	Explanation	Change accepted (Y/N)	Port Manager Comments (only if you do not accept the new clause)	DOT Response
7.4 (Auditing)	Amendment to auditing requirements	To reflect the current Australian standards that apply to the audited accounts.			
8.1.2 and 8.1.3 (Insurance)	Amendment to clause 8.1.2.1 and insertion of new clause 8.1.3	There will be no change to the insurance requirements and to the policies that DOT will take out for port managers. These clauses have been redrafted to clarify the insurance policies that DOT will maintain and to document in writing that DOT will pay the deductibles.			
8.1.4 (Insurance)	Insert new clause 8.1.4	Port managers will now be required to notify DOT immediately on incidents that occur in the Port.			
9.1 (Risk Management)	Replace "30 September" with "31 March"	Port managers will now be required to undertake the risk audit and report to DOT by 31 March each year (instead of 30 September).			
Former clause 9.3 (Risk Management)	Delete clause 9.3	See clause 8.1.4.			

Clause in 2012 Management Agreement	Change from Existing Management Agreement	Explanation	Change accepted (Y/N)	Port Manager Comments (only if you do not accept the new clause)	DOT Response
Schedule 1	Insert new Schedule 1	Schedule 1 contains details of the port, port manager, the term of the management agreement and the representatives of DOT and the Port Manager.			
Schedule 2	Insert new Schedule 2	Fixed assets and floating plant to be included in the one schedule.			
Schedule 3	Insert new Schedule 3	The form of project agreement will be included in the new management agreement.			
Schedule 4	Insert new Schedule 4	The form of annual report will be included in the new management agreement.			
Schedule 5	Insert new Schedule 5	The form of business plan will be included in the new management agreement.			
Schedule 6	Insert new Schedule 6	Schedule 6 contains a summary of key action and reporting dates.			

DOC/12/56249

11

PORT OF APOLLO BAY
MANAGEMENT AGREEMENT – 20 April 2012

Comments on draft management agreement – refer to the marked up copy

Item	Comments	DOT RESPONSE
Page 1, RECITALS, B.	The roles and responsibilities of the Port Manager and DoT in fulfilling the Port Management Act should be clearly documented in an appendix. Reference should be made also to the changes in the Marine Act and impacts thereof.	The roles and responsibilities are set out in the Port Management Act. An appendix that includes the relevant sections of the Act could be added, but as the Act will almost certainly change over the five year period, it is not desirable. People could be using the appendix as a reference and it may be out of date. The agreement is between the Department and the local port manager, not the waterway manager. So references to the Marine Act have not been included.
Page 1, 1. DEFINITIONS – Capital Expenditure	The WORD Capital Expenditure has been deleted and attached with Business Plan in the previous line. It will be useful to maintain a Capital Works Program in the schedule. The Business Plans may not reflect the long term Capital Works Program.	'Capital Expenditure' has been replaced with 'Project Funding' – it's a broader term, but includes what would formally be called capital works. I don't understand the last sentence?
Page 4, 4.2 Non-Fixed Assets and Floating Plant – 4.2.1	*"as its own property"* - Plant and Machinery used in Port operations should be replaced by DOT, eg crane, ute, truck etc as they are used exclusively in the Port operations. Initially they might have been donated by the Council but their ongoing replacement should not be deemed as Council's responsibility.	Agree. This definition doesn't mean that the LP replaces the asset merely that it acts as though it owns it.
Page 4, 4.3 Maintenance	*"within the constraints of available funding and income"* - The funding should be based on Asset Management Plan with consideration towards Asset Renewal/Replacement Program otherwise condition of assets may deteriorate.	Agree. "in accordance with good business practice" would include prioritising maintenance in accordance with an Asset Management Plan.

Page 5, 5.BUSINESS PLAN – 5.1	DOT was to coordinate and assist with the Business Planning process across all the local ports. Ongoing review can then be undertaken by individual Port Managers. After every 3-5 years a major review could be undertaken with the help of DOT.	Schedule 5 is a Business Plan template that can be used by all the ports. DOT can help any of the local port managers in preparing their individual Business Plan if required.
Page 5, 5. BUSINESS PLAN – 5.2.3	The Capital Works Program should be developed for all the Ports using asset management principles for a longer timeframe of about 10 to 15 years period. It can then be broken down in to 3 year periods.	That is a role for DOT in managing the whole program and in allocating capital funding. However, each port will have its own priority list based on it asset management plan, and other considerations such as risk and use.
Page 5, 6. FUNDING - 6.1.1 and 6.1.2	*"provide an estimate of..."* Contradicts with 7.1 – The Port Manager to prepare and submit the proposed annual budget for the consideration of DoT. CPI factors and employee Enterprise Bargaining (EB) increases need to be taken into account as it applies to all council staff and can't be avoided. DoT should ensure that there are no drops compared to previous year's allocations.	Agree that the proposed annual budget takes into consideration all those factors. DOT's confirmation of funding will occur after the proposed annual budget has been reviewed, discussed with port manager, and final budget agreed. The final local port budget can only be agreed after the Government's budget has been announced, and funding allocation can only be within the constraints of available funding. We can't put into a management agreement any guarantees about future funding
Page 6, 6.2	The budget should be formatted in order to incorporate the Operational budget and Capital Works budget. The Capital Works budget needs to be streamlined based on Asset Management Plan, Business Plan and the Risk Assessment Report. At present there is no provision for ongoing Capital Works in the budget process as it relies on lodgement of funding applications. Another issue is that the funding cycle does not coincide with the financial year therefore there is problems with carryover of the projects and project completion reports.	How the budget is formatted is for local port managers to determine. If you prefer to do it as described here, there is not reason why you cannot do so. Until the Government provides ongoing capital funding, or a program of multiple year funding, DOT cannot provide anything but estimates of funding for future years. Capital funding isn't provided necessarily within a funding year, but that isn't uncommon across other sectors. Council would presumably receive grants from other levels of government and elsewhere at various times throughout the year, and often have to arrange

		carryovers (if necessary) and completion reports outside the financial year reporting cycle.
Page 6, PROJECT FUNDING - 6.3	*"an amount of Project Funding"* - Is this for the Capital Works or special projects/major projects of special significance?	Project funding is capital funding
Page 7, PROJECT FUNDING - 6.4.3, 6.4.4, 6.4.5	Priority setting criteria/framework should be clearly specified and attached with the schedule indicating who will be the panel members setting the priority.	I don't understand? Clause 6.4.3 is the priority setting criteria. Panel members will change from year to year – they are DOT senior staff.
Page 7, FEES AND CHARGES – 6.5	DOT has been in the process of undertaking a Fees & Charges review. When will the outcome be known?	Still under consideration, and seeking Ministers advice – no firm dates.
Page 7, UNFORSEEN EVENT – 6.9	Public risk to be considered a high priority and funds allocated accordingly. Deferring of risk mitigation projects would increase the public liability risks.	Agree – but can only allocate available funds, and local port managers have to expend those on highest priorities.
Page 8 – GENERAL – 11.2	Council as the Committee of Management should be given the right to decide on how best to utilize the funds created as a result of past savings after advising DOT of the same. This was allowed for in the previous Management Agreement with DSE.	How public money is invested is governed by the Financial Management Act. In the past, some public institutions including Councils and local ports have lost considerable sums of money by investing in higher risk institutions; hence the requirements for investing money have been tightened. Regarding expenditure, it has always been the case that the local port manager, if funds are not expended for the purpose for which they are allocated, has to advise as part of the proposed business plan (a) when, (b) on what and (c) they propose to expend the funds. DOT has to be accountable to the Government for all funds, and that includes ensuring that funds are expended for the highest need/best use at the time.
Page 11 – RISK MANAGEMENT – 9.1	Risk factor should be reflected in the Asset Management Plan and reviewed each year. However it is agreed that all operational risks should be identified as a part of SEMP implementation process.	I am taking this as a statement only?
Page 12 – DISPUTE	To be developed in consultation with all Port Managers and	See the definition

RESOLUTION	attached with the Agreement.	
Page 12 – TERMINATION – 12.1.1	*"at any time "* There should be a notification, justification and clarification process and any termination should not be too abrupt as it may impact on Council's overall operations.	Agree. The parties may agree to terminate but it takes time to actually make the termination official. There are several legislative requirements that need to be met before a local port manager has their local port, committee of management and waterway management roles removed. At Port Campbell it took about 18 months.

Comments made in letter dated 30 September 2011 – Local Ports Governance Review Discussion Paper

1. The DoT should be assisting with the Port Business Planning process and the facilitation of the same for all the local ports. AGREE AND HAPPY TO DO SO
2. A number of changes are likely to be faced due to the recent review of the Marine Act such as the requirement for a harbour master, the need for a Safety Director, the need for a greater patrolling, serving of infringement notices, the recreational and commercial boating licensing issues. Thought should be given to fulfilling these additional responsibilities and resources required. AGREE, AND THOUGHT IS GOING INTO THIS
3. Review of fee and charges taking into account whole of the asset lifecycle costs and benchmarking across all local ports. THIS IS PART OF THE CURRENT REVIEW
4. DoT is currently working on the development of an Asset Management Plan utilizing GHD as the consultants that will assist with determination of correct funding levels for a) ongoing operational activities, b) ongoing maintenance, c) renewal of existing assets and d) construction of new assets. The current funding allocation does not take into account the four aspects of the asset management. AS PER COMMENTS ABOVE ON CAPITAL FUNDING
5. The ongoing review and implementation of Safety and Environment Management Plan (SEMP) may require additional resources and/or sharing of resources between Ports. YES
6. The DoT should recognise that each Council may have different sets of policies and procedures and reporting arrangements therefore consideration should be made to allow the individual Councils to manage the local port in accordance to their own specific management agreements rather than following a single common agreement. DOES COLAC OTWAY HAVE SUCH AN AGREEMENT?
7. Council would prefer the setting of Fees and Licensing of Berths and Moorings to be managed State-wide through the Department of Transport and its Registration Agency as it is a time consuming exercise for the Council's Administration. THIS IS BEING CONSIDERED AS PART OF THE GOVERNANCE REVIEW

COMMENTS FROM FINANCE DEPARTMENT, COLAC OTWAY SHIRE

I have now had an opportunity to review the document provided by DOT and have the following concerns and comments that must be addressed before Council can agree to the management agreement.

1. Given the role of Council in this agreement there is concern over the impact the port will have on budget cycles for Council, and how the port and Council are to be reported. The Victorian Auditor General's Office (VAGO) are currently assessing the potential impact of the agreement's clauses and I am hopeful of a response sometime in the next week or so. HAS THIS ADVICE BEEN RECEIVED?
2. One of the concerns relates to whether the port is to be recorded and reported on as part of Council. If it is, then to provided surety to budgeting and annual reporting, the timeframes for the annual budget process for the port must be complete by the 31st March, not commencing by the 31st March. WHAT IS THE PROCESS FOR YOUR OTHER COMMITTEES OF MANAGEMENT? DO THEY REPORT SEPARATELY? OR ARE THEY SIMPLY INCORPORATED INTO COUNCILS BUDGET?
3. 4.5.2 discusses the manner in which the assets of the port are to be recorded. I suggest changing the clause to read *"The Port Manager must record the Fixed Assets, Non-Fixed Assets and Floating Plant in the asset register in accordance with Australian Accounting Standards."* I understand that the Department of Finance and Treasury have a standing requirement for state assets to be recorded at fair value, however this would then require a complete change of valuation methodology for all of Council's assets. The reason being that the entire asset class must be valued in the same manner. I have discussed this issue with the Victorian Auditor General's Office and they agree that the existing clause would have this unintended consequence. I WILL PASS ONTO DOT LEGAL – WOULD BE INTERESTED IN THE CONTACT PERSON AT AGs OFFICE?
4. There are a number of changes to the manner in which Council records data and reports on in order to comply with the agreement. These changes will produce better quality information for the port owners, but do require Council to step up its performance in the delivery of that information. For example, 4.5.3 requires the asset register to be provided by the 31st March to DOT. Currently asset capitalisation and updating of capital data occurs as part of the annual financial reporting cycle, which occurs after the 30th June each year. To met this deadline will require a change to how Council treats and finalises all of its capital works activities. I DON"T THINK WE ARE SEEKING A CHANGE IN COUNCIL PROCESSES TO SUIT ONE GROUP OF ASSETS ONLY. ALL THAT IS REQUIRED HERE IS THAT THE ASSET REGISTER IS SUBMITTED IN MARCH AND IT IS ANNOTATED WITH (A)THE DATE THAT THE ANNUAL UPDATING OCCURRED; AND (B) ANY FUNDING THAT HAS BEEN PROVIDED/EXPENDED ON ANY OF THE ASSETS SINCE THAT DATE

I have a number of other impacts on Council's business activities that will occur as a result of adhering to the new agreement. CAN YOU PROVIDE MORE DETAILS? These impacts will result in better quality data produced by Council, however, they may potentially have a significant impact on resource demands.

I am happy to discuss my points further with yourself, Lyn or anyone else from DOT

Colac Otway Shire

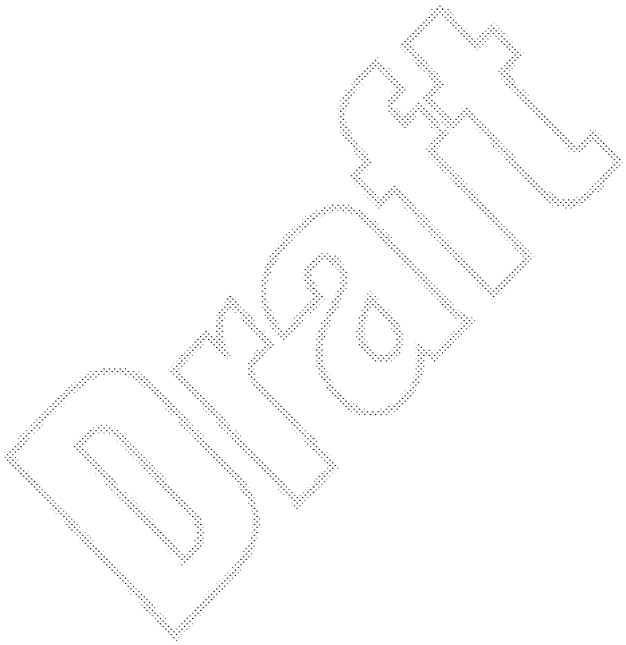
Engineering Drainage and Apportionment Analysis

Apollo Bay

REP/221842/Rev1

Draft 2 | March 2012

Draft Final May 2012



Arup
Arup Pty Ltd ABN 18 000 966 165

Arup
Level 17
1 Nicholson Street
Melbourne
VIC 3000
Australia
arup.com.au

This report takes into account the particular instructions and requirements of our client.

It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.

Job number 221842

ARUP

Document Verification

ARUP

Job title		Engineering Drainage and Apportionment Analysis			**Job number** 221842
Document title		Apollo Bay			**File reference**
Document ref		REP/221842/Rev0			
Revision	**Date**	**Filename**	221842RepRev0.docx		
Draft 1	1/12/11	**Description**	First draft		
			Prepared by	Checked by	Approved by
		Name	Edwin Fung Naimet Cheema	Naimet Cheema	Henry Mallia
		Signature			
Draft 2	22/03/12	**Filename**	120322Report221842Rev1.docs		
		Description			
			Prepared by	Checked by	Approved by
		Name	Edwin Fung Naimet Cheema	Naimet Cheema	Henry Mallia
		Signature			
Draft Final	31/05/12	**Filename**	120530Report221842DraftFinal.docx		
		Description			
			Prepared by	Checked by	Approved by
		Name	Edwin Fung Naimet Cheema	Naimet Cheema	Paul Simpson
		Signature			
		Filename			
		Description			
			Prepared by	Checked by	Approved by
		Name			
		Signature			
				Issue Document Verification with Document	✓

DRAFT

1 Executive Summary 1

2 Introduction 1

3 Catchment Plan and Overland Flow (Task1) 2

4 Drainage Problem Areas 3

4.1 Drainage Problem Area Pa1 4
4.2 Drainage Problem Area Pa2 5
4.3 Drainage Problem Area Pa3 5
4.4 Drainage Problem Area Pa4 6

5 Main Drainage Sizes for Existing Areas (Task 2) 7

5.1 Option 1: Main Drainage Sizes for Existing Areas with Existing Outlet 8
5.2 Option 2: Main Drainage Sizes for Existing Areas with Twin Outlets 11
5.3 Option 3: Main Drainage Sizes for Existing Areas with McLachlan Street Diversion and Existing Outlet 15
5.4 Option 4: Main Drainage Sizes for Existing Areas with McLachlan Street Diversion and Twin Outlets 19
5.5 Option 5: Retardation Option 24
5.6 Key Observations 25
5.7 Comparative Assessment of the Options 28
5.8 Drainage Lines 6, 7 and 8 33

6 Main Drainage Sizes for Future Developments (Task 3) 33

6.1 Development Contribution Rates for Future Developments 34

7 Overland Flow 35

8 Impact of Climate Change 36

8.1 Cost Estimate of Climate Change Impact and Clarification 40

9 Hydraulic Grade Lines 40

10 Conclusions 40

DRAFT

1 Executive Summary

This study has been undertaken by Arup Pry Ltd (Arup) as Contract 1110-Engineering Drainage Design and Apportionment Analysis – Apollo Bay (Contract). The performance of the drainage system has been addressed. Some specific drainage problem areas identified by the Client in the inception meeting have also been analysed.

The catchment plan was prepared using the software package CatchmentSIM. The drainage modelling was carried out with the help of the standard software package 12d.

In consultation with the Client, Arup has considered possible options to improve the drainage system to handle 1:10 year flow for residential and 1:20 year flow for commercial areas, respectively. The options are:

Option 1: Existing alignment;
Option 2: Twin outlets at Thomson Street;
Option 3: McLachlan St Diversion (Diversion);
Option 4: Twin outlets plus Diversions; and
Option 5: Retardation through a temporary storage.

The study has resulted in following main conclusions:

- The drainage system in its current state cannot handle design flows. Parts of the commercial area flood during the 1:2 year flow;
- The specific drainage problems exist because of the inadequate capacity of the drainage system;
- The retardation option (Option 5) is not effective;
- A combination of twin outlets and McLachlan St Diversion (Option 4) combined with pipe size upgrades is the most effective option for solving the drainage problems. This option gives major cost savings as the scale of pipe size upgrades is significantly reduced as a result of the outlet upgrade and diversion drain ;
- The preferred option has been designed to cater for increased rainfall intensity and seal level rise as a result of climate change. This includes a recommended increase in the outlet invert level of 0.8m;

The study recommends $3.8m worth of capital works in order to bring the drainage network up the adequate standard as set out in terms of the design return periods above.

2 Introduction

Colac Otway Shire (Client) commissioned Arup through its letter dated 23 May 2011 to undertake work on the Contract. The inception meeting with the Client took place in Apollo Bay on 2 June 2011.

Some problem drainage areas of Apollo Bay (Section 4) were discussed in the inception meeting. The accessible parts of the drainage problem areas were visually inspected by Arup staff after the inception meeting. The available survey information along with the relevant project background information and reports were collected from the Client.

The agreed scope of work of the project consists of the following tasks:

Task 1: Development of Catchment Plan including sub-catchments and translation of information to electronic format.

Task 2: Determination of Main Drainage Sizes to cater for future development and mapping onto electronic system – Existing Areas

Task 3: Determination of Main Drainage Sizes to cater for future development and mapping onto electronic system – Developing Areas

Task 3: Development of Main Drainage Costing and Apportionment model (contribution rate/ha/catchment)

Task 4: Community Consultation and Presentation at Council

Task 5: Finalisation of Drainage Plans and Presentation to Council

The catchment delineation involved in the study was carried out using the software package CatchmentSIM. The drainage modelling was undertaken using the standard software package 12d.

This study has a focus at identifying the drainage problems and suitable treatment options. In all, 5 treatment options have been identified and compared for their relative effectiveness (Section 5).

The Client was consulted as the investigation of this study progressed. It was agreed that Option 4 (Section 5.4) is the best option to treat the drainage issues in question. The investigation of the climate change impacts was also based on the selected option (Option 4). The analysis undertaken by Arup includes modelling of the drainage problem areas with the proposed solution built in the output for each treatment option.

3 Catchment Plan and Overland Flow (Task1)

Arup used the survey data supplied by the Client and the software program called CatchmentSIM to accomplish this task. CatchmentSIM is a GIS based terrain analysis program designed to help hydrologic investigations and an overview of overland flow regime. The software created the sub-catchment network appropriate to the project requirements.

The survey data supplied by the Client covered an area much larger than the project area. The catchment delineation has been extended beyond the limits of the study area for the Client's record.

Two catchment plans were created. A total catchment of 3126 ha (31.26 km^2) was delineated into 61 sub-catchments with areas ranging from 15.33 ha to 84.3 ha. The plan includes areas surrounding Apollo Bay and is shown on Drawing A1-221842 (Appendix A). The second catchment plan (Drawing A2-221842, Appendix A) covers only the project area.

The catchment plans provide comprehensive information for hydrologic assessment. The information includes sub-catchment areas, downstream sub-catchments, length of the main flow path and slope of the main flow path.

The catchment plans have also been presented in AutoCAD format to satisfy the requirement of Task 1. The GIS data, as required, can be extracted from the supplied electronic file. The electronic version in AutoCAD is being supplied to the Client together with this report.

4 Drainage Problem Areas

The drainage problem areas were identified by the Client at the inception meeting on 2 June 2011. Drainage plans covering the drainage problem areas are presented in Drawings A3-221842 and A4-221842 in Appendix A. The problem areas identified through pit numbers with a reported history of surging (overflow) have been summarised the Table 1.

Table 1: Drainage Problem Areas

Problem Area	Location	Possible Surging Pits	Reference Drawing
Pa1	Intersection of Thomson St and Great Ocean Rd	Pit 25	A3-221842
Pa2	Between Murray St and Thomson St	Pits 32,33	A3-221842
Pa3	Between Cawood St and Murray St	Pits 92,93	A3-221842
Pa4	Intersection of McLachlan St and Thomson St	Pits 49-52	A3-221842

The hydraulic performance of the drainage system was modelled using the standard software package 12d with the data supplied by the Client. The supplied data included pit invert levels only for Pa1. For other problem areas Pa2 to Pa4, the pit invert levels were approximated assuming the drainage pipe slopes to be same as the road surface slope subject to a minimum slope of 1:250 and pipe cover of 600 mm.

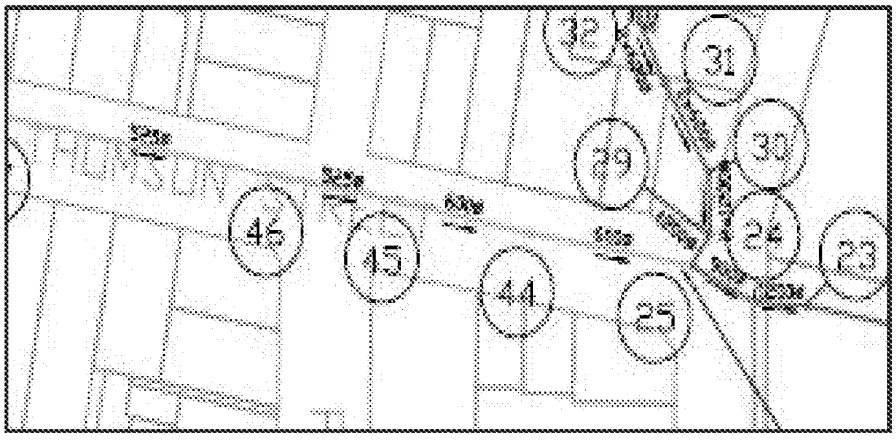
The other modelling assumptions included:

- The downstream water level is the obvert of the main outlet (1.9 m AHD). This is consistent with the information supplied by Client that 'the sea level rises to about half way up the pipe at the outlet about every two months". The adopted downstream water level is between the mean sea level (about 1.6 m AHD) and maximum sea level (about 2.8 m AHD) recorded at Lorne, the closest measuring point.
- The longitudinal grade of the drainage pipes was generally assumed to be the same as that of the ground surface with a minimum grade of 1 in 250;
- The problem areas were checked for peak flows for the 1 in 5 year Average Recurrence Interval (ARI) events. For rest of the drainage areas, the design discharges for residential and commercial areas were assumed to be the peak flows for the 1 in 10 and 1 in 20 year ARI events, respectively
- Fraction impervious for the urban areas: 0.55;
- Minimum time of concentration: 6 minutes; and
- Manning's pipe roughness parameter: 0.013.

4.1 Drainage Problem Area Pa1

The intersection of Thomson St with Great Ocean Road where Pit 25 is located (Drawing A3-221842) gets frequently flooded from the overland flow combined with the pit overflow. The location plan is presented in Fig 1.

Figure 1: Location Plan for Problem Area Pa1



Hydraulic modelling of area Pa1 has shown the following:

- Pit 32 (Drainage Line 1) and Pits 44, 45 and 46 (Drainage Line 2) surge increasing overland flow to Pit 25; and

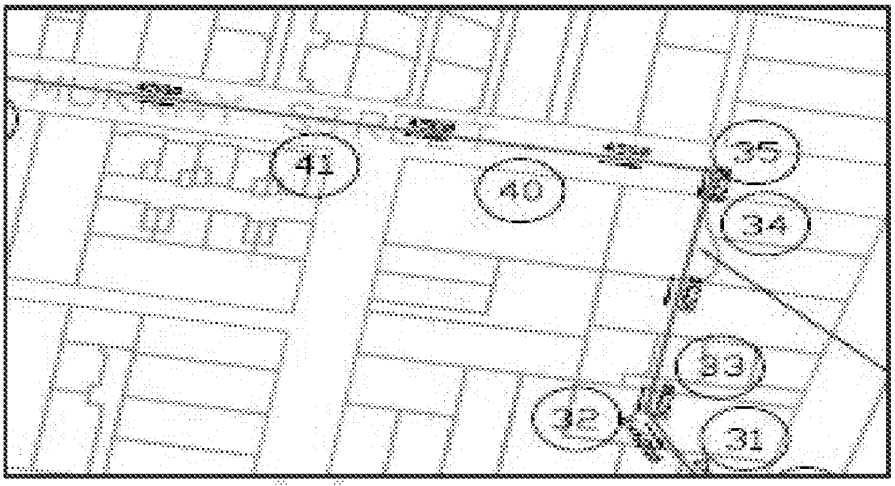
- The capacity of the system just above Pit 25 along Drainage Lines 1 &2 is not adequate to handle the 1 in 5 year ARI event.

The Client informed Arup during the inception meeting that the flooding pattern in area Pa1 shows a quick accumulation of surface water around Pit 25 which gets drained by the pit in a short span of time. The above noted observations from the hydraulic investigation explain that the overland flow to Pit 25 is increased by surge from upstream pits.

4.2 Drainage Problem Area Pa2

The problem area Pa2 is located on Drainage Line 1 at the segment connecting the drainage along Murray Street and Thompson Street. Pit 33 (Fig. 2) is reported to surge.

Figure 2: Location Plan of Problem Area Pa2



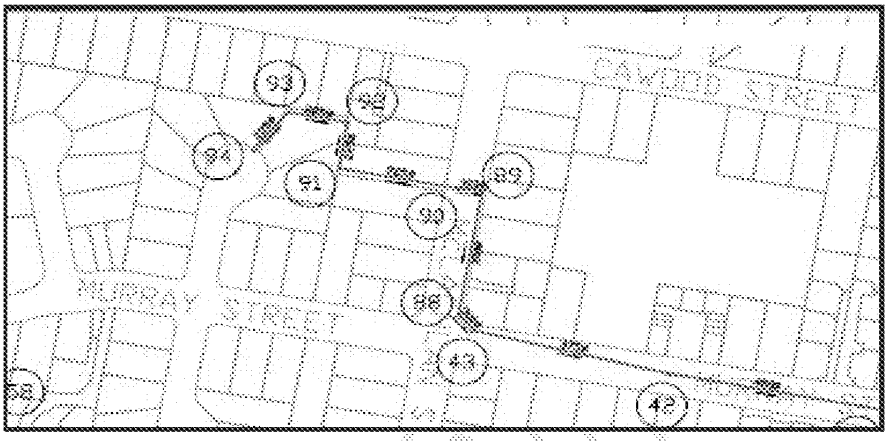
A pipe size of 825 mm from Pit 35 to Pit 32 is connected to 2 pipes 600 mm each from Pit 32 to Pit 31. The modelling has shown inadequate pipe sizes to be the reason behind the drainage problem.

4.3 Drainage Problem Area Pa3

The problem area Pa3 is located on Drainage Line 1 between Cawood Street and Murray Street to the west of McLachlan Street (Fig. 3). The drainage problem is characterised by reported flooding around Pits 92 and 93.

The pipe size from Pit 94 to Pit 90 is 225 mm. The modelling has shown that the pipe size of 225 mm is inadequate and is responsible for the drainage problem.

Figure 3: Location Plan for Problem Area Pa3

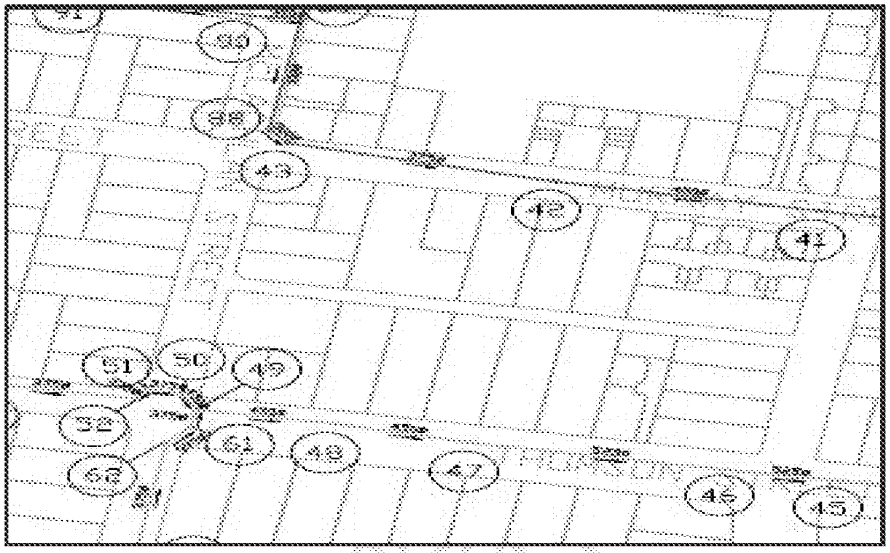


Investigations have shown the pipe has failed between Pits 90 and 93, the Council is currently repairing the problem separate from this work.

4.4 Drainage Problem Area Pa4

The problem area Pa4 is located on Drainage Line 2 at intersection of McLachlan Street and Thompson Street (Fig. 4). Flooding around Pits 50 to 52 is the reported problem.

Figure 4: Location Plan of Problem Area Pa4



The pipe size from Pits 52 to 50 is 375 mm and from Pit 50 to Pit 49 is 450 mm. The model output shows these sizes to be smaller than required to convey the incoming flows.

5 Main Drainage Sizes for Existing Areas (Task 2)

The scope of work requires determination of the main drainage sizes. Sections 5.1 to 5.7 deal with Drainage Lines 1 to 5 where the drainage pipes have been assessed to be undersized. The remaining of drainage lines (Lines 6 and 7) have been discussed in Section 5.8.

The main drainage segments should consist of Drainage Line 5 (Drawing A4-221842) and the lower part of Drainage Line 1 (Drawing A3-221842) from Pit 24 to Outlet. For a comprehensive assessment, the modelling output reflecting the entire drainage system has been presented below.

A number of options have been considered to improve the drainage system to handle 1:10 year flow for residential and 1:20 year flow for commercial areas. The options have been described in detail in Sections 5.1 to 5.5. The options are:

Option 1: Existing alignment;
Option 2: Twin outlets;
Option 3: McLachlan St Diversion (Diversion);

Option 4: Twin outlets plus Diversions; and
Option 5: Retardation through a temporary storage.

5.1 Option 1: Main Drainage Sizes for Existing Areas with Existing Outlet

Modelling carried out for drainage problem areas (Section 4) has shown the existing pipes to be undersized. Extension of the model to the rest of the drainage system confirms the existing pipes to be undersized.

Tables 2 to 6 present the pipes sizes to cater for the design discharges in existing conditions without any changes to the alignment of the drainage infrastructure.

Table 2: Option 1 - Drainage Line 1 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)
94	93	26.64	225	300
93	92	29.66	225	300
92	91	24.54	225	300
91	90	58.51	225	675
90	89	11.34	300	675
89	88	66.60	300	675
88	43	10.50	300	675
43	42	97.25	375	675
42	41	94.38	450	750
41	40	57.44	450	750
40	35	51.28	450	825
35	34	9.45	825	825
34	33	75.29	825	975
33	32	8.37	825	1050
32	31	18.96	2x600	1050
31	30	28.49	2x600	1050
30	29	16.47	2x1200	1050
29	25	10.71	1200	1050
25	24	22.93	900	2700x1200
24	23	17.71	1200	2700x1200
23	Outlet	108.21	1200	1200

Table 3: Option 1 - Drainage Line 2 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)
60	59	52.47	300	375
59	58	166.51	375	450
58	57	80.86	375	675
57	56	21.07	375	675
56	55	53.11	375	750
55	54	48.00	375	750
54	53	9.44	375	750
53	52	63.82	375	750
52	51	6.87	375	750
51	50	12.31	375	750
50	49	10.60	450	750
49	48	50.23	450	1050
48	47	50.98	450	1050
47	46	94.52	525	1050
46	45	35.86	525	1050
45	44	45.91	600	1050
44	25	54.24	600	1050
65	64	37.74	375	825
64	63	90.66	375	825
63	62	66.43	375	825
62	61	12.64	375	825
61	49	10.21	375	825

Table 4: Option 1- Drainage Line 3 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)
87	86	83.90	300	450
86	85	86.50	300	450
85	84	8.40	300	525
84	83	11.47	300	600
83	82	13.65	300	600
82	81	60.10	300	600
81	80	103.22	300	600
80	79	109.58	375	750
79	78	6.22	450	975
78	77	20.00	450	975
77	76	60.18	675	975
76	75	14.49	600	975
75	74	35.24	900	975
74	73	53.64	900	975
73	72	6.30	900	1200
72	71	20.05	900	1200

Table 5: Option 1 - Drainage Line 4 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)
14	13	109.31	300	1050
13	12	138.26	300	1050
12	11	72.19	450	1200
11	10	27.52	525	1200
10	9	25.02	600	1200
9	8	97.66	600	1350
8	7	10.23	600	1800x900
7	5	23.21	600	1800x900

Table 6: Option 1 - Drainage Line 5 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)
6	5	228.86	600	2x2700x900
5	4	16.38	900	2x2700x900
4	3	106.71	1200	2x2700x900
3	2	106.07	1200	2x2700x900
2	1	43.15	1200	2x2700x900
1	24	187.53	1200	2x2700x900

5.2 Option 2: Main Drainage Sizes for Existing Areas with Twin Outlets

This option involves an additional outlet pipe running next to the existing outlet on its southern side to receive flow from drainage lines 3, 4 and 5. The existing outlet will continue to receive flow from drainage lines 1 and 2. The outcome of the hydraulic model for this option is presented in Tables 7 to 11.

Draft

Table 7: Option 2 - Drainage Line 1 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)
94	93	26.64	225	300
93	92	29.66	225	300
92	91	24.54	225	300
91	90	58.51	225	675
90	89	11.34	300	675
89	88	66.60	300	675
88	43	10.50	300	675
43	42	97.25	375	675
42	41	94.38	450	750
41	40	57.44	450	750
40	35	51.28	450	825
35	34	9.45	825	900
34	33	75.29	825	900
33	32	8.37	825	975
32	31	18.96	2x600	975
31	30	28.49	2x600	975
30	29	16.47	2x1200	975
29	25	10.71	1200	975
25	24	22.93	900	2400x1200
24	23	17.71	1200	2400x1200
23	Outlet	108.21	1200	1200

Table 8: Option 2 - Drainage Line 2 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)
60	59	52.47	300	375
59	58	166.51	375	450
58	57	80.86	375	675
57	56	21.07	375	675
56	55	53.11	375	750
55	54	48.00	375	750
54	53	9.44	375	750
53	52	63.82	375	750
52	51	6.87	375	750
51	50	12.31	375	750
50	49	10.60	450	750
49	48	50.23	450	1050
48	47	50.98	450	1050
47	46	94.52	525	1050
46	45	35.86	525	1050
45	44	45.91	600	1050
44	25	54.24	600	1050
65	64	37.74	375	825
64	63	90.66	375	825
63	62	66.43	375	825
62	61	12.64	375	825
61	49	10.21	375	825

Table 9: Option 2 - Drainage Line 3 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)
87	86	83.90	300	450
86	85	86.50	300	450
85	84	8.40	300	525
84	83	11.47	300	600
83	82	13.65	300	600
82	81	60.10	300	600
81	80	103.22	300	600
80	79	109.58	375	750
79	78	6.22	450	975
78	77	20.00	450	975
77	76	60.18	675	975
76	75	14.49	600	975
75	74	35.24	900	975
74	73	53.64	900	975
73	72	6.30	900	1200
72	71	20.05	900	1200

Table 10: Option 2 - Drainage Line 4 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)
14	13	109.31	300	1050
13	12	138.26	300	1050
12	11	72.19	450	1200
11	10	27.52	525	1200
10	9	25.02	600	1200
9	8	97.66	600	1350
8	7	10.23	600	1800x900
7	5	23.21	600	1800x900

Table 11: Option 2 - Drainage Line 5 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)
6	5	228.86	600	2x1500x900
5	4	16.38	900	2x1800x900
4	3	106.71	1200	2x1800x900
3	2	106.07	1200	2x1800x900
2	1	43.15	1200	2x1800x900
1	24	187.53	1200	2x1800x900

Option 2 has a significant impact on the lower segment of Drainage Line 1 (Pits 34 to 23) and the entire Drainage Line 5. It has no impact on Drainage Lines 2, 3 and 4.

5.3 Option 3: Main Drainage Sizes for Existing Areas with McLachlan Street Diversion and Existing Outlet

This option involves a drainage line along McLachlan St which will intercept flow from the drainage system to the west of McLachlan St. The drainage line will consist of 600 mm pipe running northward from Pengilley Ave discharging into Milford Creek. The same size pipe (600 mm) will run southward from Pengilley Ave discharging into the Braham River. Tables 12 to16 present pipe sizes for Option 3.

Table 12: Option 3 - Drainage Line 1 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)
94	93	26.64	225	300
93	92	29.66	225	300
92	91	24.54	225	300
91	90	58.51	225	675
90	89	11.34	300	675
89	88	66.60	300	450
88	43	10.50	300	525
43	42	97.25	375	600
42	41	94.38	450	675
41	40	57.44	450	675
40	35	51.28	450	675
35	34	9.45	825	825
34	33	75.29	825	975
33	32	8.37	825	1050
32	31	18.96	2x600	1050
31	30	28.49	2x600	1050
30	29	16.47	2x1200	1050
29	25	10.71	1200	1050
25	24	22.93	900	1500x1200
24	23	17.71	1200	1800x1200
23	Outlet	108.21	1200	1200

Table 13: Option 3 - Drainage Line 2 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes
From Pit	To Pit	Length (m)	From Pit	Size (mm)
60	59	52.47	300	375
59	58	166.51	375	450
58	57	80.86	375	675
57	56	21.07	375	675
56	55	53.11	375	750
55	54	48.00	375	750
54	53	9.44	375	750
53	52	63.82	375	750
52	51	6.87	375	750
51	50	12.31	375	750
50	49	10.60	450	750
49	48	50.23	450	375
48	47	50.98	450	375
47	46	94.52	525	375
46	45	35.86	525	375
45	44	45.91	600	750
44	25	54.24	600	750
65	64	37.74	375	825
64	63	90.66	375	825
63	62	66.43	375	825
62	61	12.64	375	825
61	49	10.21	375	825

Table 14: Option 3 - Drainage Line 3 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes
From Pit	To Pit	Length (m)	From Pit	Size (mm)
87	86	83.90	300	450
86	85	86.50	300	450
85	84	8.40	300	525
84	83	11.47	300	600
83	82	13.65	300	600
82	81	60.10	300	375
81	80	103.22	300	375
80	79	109.58	375	375
79	78	6.22	450	525
78	77	20.00	450	825
77	76	60.18	675	825
76	75	14.49	600	825
75	74	35.24	900	825
74	73	53.64	900	825
73	72	6.30	900	1200
72	71	20.05	900	1200

Table 15: Option 3 - Drainage Line 4 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)
14	13	109.31	300	375
13	12	138.26	300	450
12	11	72.19	450	1200
11	10	27.52	525	1200
10	9	25.02	600	1200
9	8	97.66	600	1200
8	7	10.23	600	1800x900
7	5	23.21	600	1800x900

Table 16: Option 3 - Drainage Line 5 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes
From Pit	To Pit	Length (m)	From Pit	Size (mm)
6	5	228.86	600	2x1500x900
5	4	16.38	900	2x1800x900
4	3	106.71	1200	2x1800x900
3	2	106.07	1200	2x1800x900
2	1	43.15	1200	2x1800x900
1	24	187.53	1200	2x2100x900

Option 3 has a minor impact on Drainage Lines 1 and 4. It has some impact on Drainage Lines 2 and 3 and a significant impact on Drainage Line 5.

5.4 Option 4: Main Drainage Sizes for Existing Areas with McLachlan Street Diversion and Twin Outlets

This option is a combination of Option 2 and Option 3. Tables 17 to 21 present the pipe sizes for Option 4. The tables also include the cost estimate of the proposed design as Option 4 is the recommended option (see Section 9).

Draft

Table 17: Option 4 - Drainage Line 1 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes	Cost Estimate	
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)	Rate/m ($)	Estimated Cost ($)
94	93	26.64	225	300	176	4689.33
93	92	29.66	225	300	176	5220.42
92	91	24.54	225	300	176	4318.74
91	90	58.51	225	675	275	16089.07
90	89	11.34	300	675	275	3117.65
89	88	66.60	300	450	205	13653.47
88	43	10.50	300	525	225	2363.24
43	42	97.25	375	600	248	24117.01
42	41	94.38	450	675	275	25953.70
41	40	57.44	450	675	275	15795.15
40	35	51.28	450	675	275	14102.03
35	34	9.45	825	825	339	3202.53
34	33	75.29	825	975	416	31320.06
33	32	8.37	825	1050	459	3843.34
32	31	18.96	2x600	1050	459	8701.58
31	30	28.49	2x600	1050	459	13077.60
30	29	16.47	2x1200	1050	459	7561.98
29	25	10.71	1200	1050	459	4915.25
25	24	22.93	900	1200x900	839	19239.11
24	23	17.71	1200	1200x900	839	14856.51
23	Outlet	108.21	1200	1200	556	60161.98
					Total	296299.75

Table 18: Option 4 - Drainage Line 2 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes	Cost Estimate	
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)	Rate/m ($)	Estimated Cost ($)
60	59	52.47	300	375	189	9917.26
59	58	166.51	375	450	205	34133.81
58	57	80.86	375	675	275	22235.54
57	56	21.07	375	675	275	5793.92
56	55	53.11	375	750	305	16197.64
55	54	48.00	375	750	305	14640.24
54	53	9.44	375	750	305	2878.04
53	52	63.82	375	750	305	19464.92
52	51	6.87	375	750	305	2096.27
51	50	12.31	375	750	305	3754.73
50	49	10.60	450	750	308	3265.31
49	48	50.23	450	375	189	9493.49
48	47	50.98	450	375	189	9635.48
47	46	94.52	525	375	189	17865.21
46	45	35.86	525	375	189	6777.86
45	44	45.91	600	750	305	14003.65
44	25	54.24	600	750	305	16543.93
65	64	37.74	375	825	339	12793.52
64	63	90.66	375	825	339	30732.82
63	62	66.43	375	825	339	22519.94
62	61	12.64	375	825	339	4284.96
61	49	10.21	375	825	339	3459.83
					Total	282456.37

Table 19: Option 4 - Drainage Line 3 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes	Cost Estimate	
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)	Rate/m ($)	Estimated Cost ($)
87	86	83.90	300	450	205	17199.34
86	85	86.50	300	450	205	17732.44
85	84	8.40	300	525	225	1889.48
84	83	11.47	300	600	248	2843.74
83	82	13.65	300	600	248	3384.63
82	81	60.10	300	375	189	11358.65
81	80	103.22	300	375	189	19509.39
80	79	109.58	375	375	189	20710.13
79	78	6.22	450	525	225	1400.00
78	77	20.00	450	825	339	6781.08
77	76	60.18	675	825	339	20402.31
76	75	14.49	600	825	339	4912.58
75	74	35.24	900	825	339	11944.80
74	73	53.64	900	825	339	18182.54
73	72	6.30	900	1050	459	2892.30
72	71	20.05	900	1200	556	11149.25
					Total	172292.76

Table 20: Option 4 - Drainage Line 4 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes	Cost Estimate	
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)	Rate/m ($)	Estimated Cost ($)
14	13	109.31	300	375	189	17199.34
13	12	138.26	300	450	205	17732.44
12	11	72.19	450	1200	556	1889.48
11	10	27.52	525	1200	556	2843.74
10	9	25.02	600	1200	556	3384.63
9	8	97.66	600	1200	556	11358.65
8	7	10.23	600	1800x900	1148	19509.39
7	5	23.21	600	1800x900	1148	20710.13
					Total	211040.13

Table 21: Option 4 - Drainage Line 5 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes	Cost Estimate	
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)	Rate/m ($)	Estimated Cost ($)
6	5	228.86	600	2400x900	1493	17199.34
5	4	16.38	900	2x1500x900	1932	17752.44
4	3	106.71	1200	2x1500x900	1932	1889.48
3	2	106.07	1200	2x1500x900	1932	2845.74
2	1	43.15	1200	2x1500x900	1932	3384.63
1	24	187.53	1200	2x1500x900	1932	11358.65
					Total	1230091.51

Option 4 impacts all drainage lines to varying degrees. The impacts are most significant for Drainage Lines 1 and 5. In general, this option yields the minimum required pipe sizes.

5.4.1 Cost Estimate of Option 4 and Clarifications

The total estimated cost (of Option 4) including all the upgrade works on the pits is $2,470,000. It should be noted that the above estimates are presented as an order of magnitude only (±20%), based on experience from similar, past projects.

Ancillary works include road re-profiling, the introduction of "speed humps" and re-profiling earth bunds where required.

The following cost items are not included in the cost estimate:

1. Preliminaries, including survey fees, design fees, procurement fees, approval processes
2. Site establishment
3. Rock excavation
4. Off-site disposal of excavated material
5. Landscaping
6. Clashes with existing services
7. Staging of the works
8. Traffic management
9. Contingencies
10. Profits and overheads
11. Premiums for extended delivery distances

12. Any land costs and legal fees
13. Future cost escalation
14. GST

It should also be noted that some of the above exclusions, such as rock excavation, off-site disposal and extended delivery distances could have a substantial affect on actual construction (trade) costs.

5.5 Option 5: Retardation Option

Option 6 involves a temporary storage basin placed at the location shown in Fig 5. The objective is to reduce peak flow to the outlet by diverting some flow from Drainage Line 5 to the temporary storage.

To implement this option, a surcharge pit will be needed in the vicinity of Pit 1 (Drawing A3-221842). The excess discharge will flow through gravity from the surcharge pit into the temporary storage reducing load on the outlet below Pit 23 (Drawing A3-221842).

An examination of the site topography in relation to the top levels of the relevant pits revealed serious limitations of this option. The option was considered to ineffective in view of the following:

1. A surcharge pit at a top level lower than that of Pit 1with a deep temporary storage will surcharge at flows less than the peak of a 10-year event making outflows to the temporary storage unnecessarily frequent;
2. A surcharge pit with the same top level as that of Pit 1 (RL 3.127m AHD) barely meets the requirements of gravity flow into the temporary storage;
3. Allowing surcharge from the top level of Pit 1 cannot reduce pipe sizes in all drainage lines up to Pit 1; and
4. The concept of pumping the stored runoff back into the underground system introduces maintenance constraints that cannot be justified by the minor impact of the storage on infrastructure below the proposed surcharge pit.

Figure 5: Location of the proposed storage facility

5.6 Key Observations

The options discussed above contribute to drainage improvement to varying degrees. This information provided in Section 5.7 will help identify their relative merits. The following observations relate to the strategy adopted for possible solutions to the drainage problems:

1. The existing underground drainage system (Drainage Lines 1 to 5) is grossly inadequate. The system is incapable of carrying the 1 in 5 year ARI peak flow without causing local flooding;
2. The proposed upgrade to 1 in 10 year ARI event for residential and 1 in 20 year ARI event for commercial areas requires sizeable changes in the existing pipe sizes for Drainage Lines 1 to 5;

3. The above observations suggest care in selection of design water level at the outlet for Drainage Lines 1 to 5. The selected downstream water level of 1.9 m AHD is consistent with the available information (Section 4) and has been decided in consultation with the Client. The system with the proposed pipe sizes will perform its design function with the downstream water level up to 1.9 m AHD. A design storm occurring simultaneously with the rise of downstream water level above 1.9 m AHD will impact performance of the system for some time. A downstream water level above 1.9 m AHD is not appropriate as it results in increase of the upgrade costs.

4. This observation relates to the drainage alignment at intersection of Thompson Street with Great Ocean Road. The modelled and the existing alignments are shown in Figs 6A and 6B respectively. The modelled alignment is part of GIS data supplied by the Client. For a clear reference, Junction Pit 3 of Fig. 6B is Pit no. 25 of Fig. 6A. The existing alignment (Fig. 6B) connects Junction 3 to Junction 2 with a 900 mm pipe and then connects Junction 2 with Pit no. 24 (Fig. 6A).Presence of Junction 2 (Fig. 6B) is unnecessary as well as problematic. It creates avoidable head loss which adversely affects the conveyance of the system. The modelled alignment (Fig. 6A) presents more efficient alignment at the intersection.

Figure 6A: Modelled Drainage Alignment at Intersection of Thompson Street and Great Ocean Road

Draft

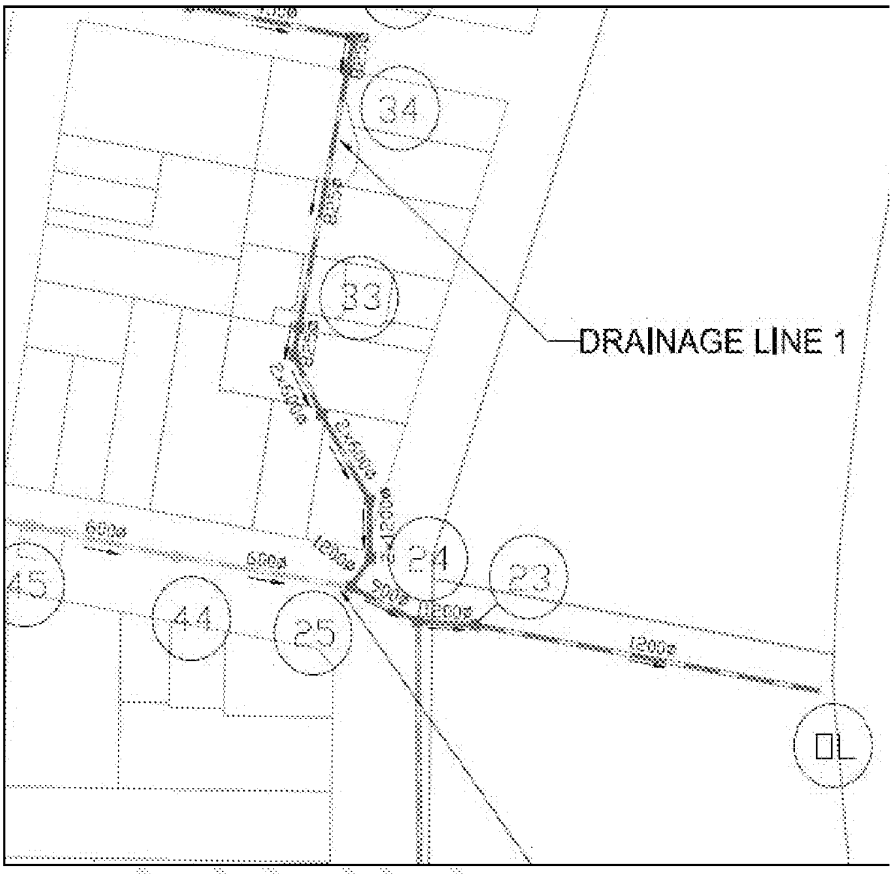
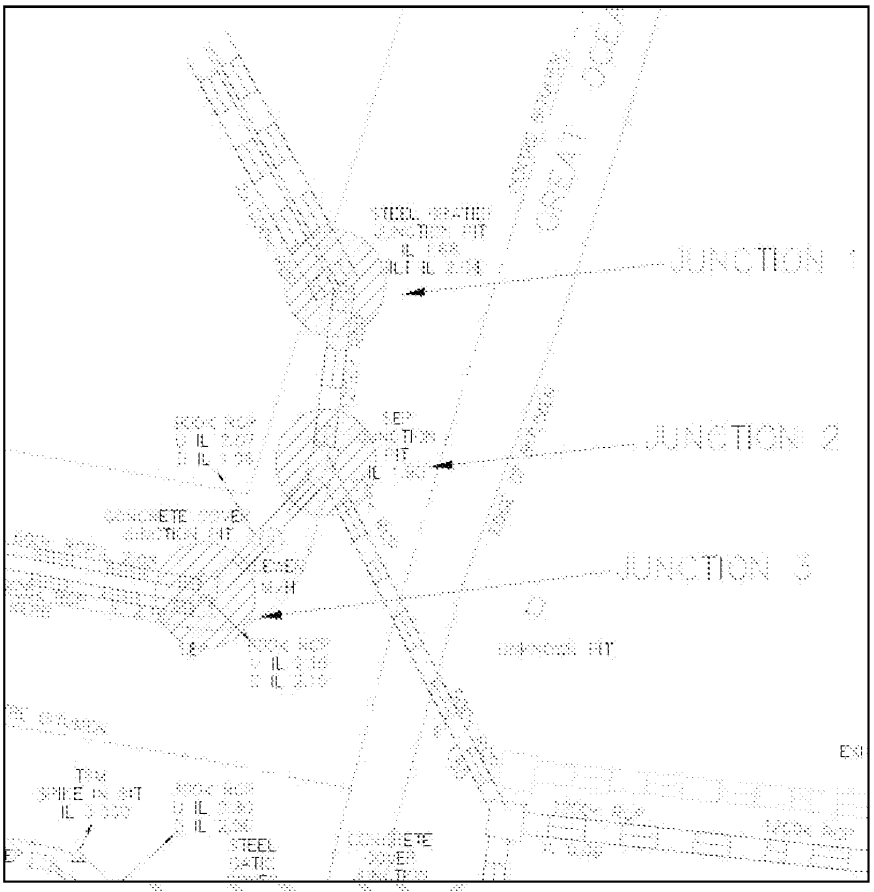


Figure 6B: Existing Drainage Alignment at Intersection of Thompson Street and Great Ocean Road [Source: Colac Otway Shire]



5.7 Comparative Assessment of the Options

For a quick comparison, the options have been referred to by their names and numbers as described in Section 5. The following tables present a comparison of the different options, with a brief summary below each table.

Table 22: Drainage Line 1

Existing Pipe Sizes			Proposed Pipe Sizes			
From Pit	To Pit	Size (mm)	Option 1 Existing Alignment	Option 2 Twin O/L	Option 3 Diversion	Option 4 Twin O/L+ Diversion
94	93	225	300	300	300	300
93	92	225	300	300	300	300
92	91	225	300	300	300	300
91	90	225	675	675	675	675
90	89	300	675	675	675	675
89	88	300	675	675	450	450
88	43	300	675	675	525	525
43	42	375	675	675	600	600
42	41	450	750	750	675	675
41	40	450	750	750	675	675
40	35	450	825	825	675	675
35	34	825	825	825	825	825
34	33	825	975	900	975	900
33	32	825	1050	975	1050	975
32	31	2x600	1050	975	1050	975
31	30	2x600	1050	975	1050	975
30	29	2x1200	1050	975	1050	975
29	25	1200	1050	975	1050	975
25	24	900	2700x1200	2400x1200	1500x1200	1200x900
24	23	1200	2700x1200	2400x1200	1800x1200	1200x900
23	Outlet	1200	1200	1200	1200	1200

Summary of impacts on Drainage Line 1:

- Twin outlets reduce pipe sizes from Pit 34 to Pit 23;
- Diversion has a minor impact limited to Pits 25-23;
- The impact of Twin outlets plus diversion is practically the same as of the Twin outlet only.

Table 23: Drainage Line 2

Existing Pipe Sizes			Proposed Pipe Sizes			
From Pit	To Pit	Size (mm)	Option 1 Existing Alignment	Option 2 Twin O/L	Option 3 Diversion	Option 4 Twin O/L+ Diversion
60	59	300	375	375	375	375
59	58	375	450	450	450	450
58	57	375	675	675	675	675
57	56	375	675	675	675	675
56	55	375	750	750	750	750
55	54	375	750	750	750	750
54	53	375	750	750	750	750
53	52	375	750	750	750	750
52	51	375	750	750	750	750
51	50	375	750	750	750	750
50	49	450	750	750	750	750
49	48	450	1050	1050	375	375
48	47	450	1050	1050	375	375
47	46	525	1050	1050	375	375
46	45	525	1050	1050	375	375
45	44	600	1050	1050	750	750
44	25	600	1050	1050	750	750
65	64	375	825	825	825	825
64	63	375	825	825	825	825
63	62	375	825	825	825	825
62	61	375	825	825	825	825
61	49	375	825	825	825	825

Summary of impacts on Drainage Line 2:

- Twin outlets have no impact;
- Diversion reduces pipe sizes from Pit 49 to Pit 44;
- The impact of Twin outlets plus diversion is the same as that of Diversion only.

Table 24: Drainage Line 3

Existing Pipe Sizes			Proposed Pipe Sizes			
From Pit	To Pit	Size (mm)	Option 1 Existing Alignment	Option 2 Twin O/L	Option 3 Diversion	Option 4 Twin O/L+ Diversion
87	86	300	450	450	450	450
86	85	300	450	450	450	450
85	84	300	525	525	525	525
84	83	300	600	600	600	600
83	82	300	600	600	600	600
82	81	300	600	600	375	375
81	80	300	600	600	375	375
80	79	375	750	750	375	375
79	78	450	975	975	525	525
78	77	450	975	975	825	825
77	76	675	975	975	825	825
76	75	600	975	975	825	825
75	74	900	975	975	825	825
74	73	900	975	975	825	825
73	72	900	1200	1200	1200	1050
72	71	900	1200	1200	1200	1200

Summary of impacts on Drainage Line 3:

- Twin outlets have no impact;
- Diversion reduces pipe sizes from Pit 82 to Pit 73;
- The impact of Twin outlets plus diversion is the same as that of Diversion only.

Table 25: Drainage Line 4

Existing Pipe Sizes			Proposed Pipe Sizes			
From Pit	To Pit	Size (mm)	Option 1 Existing Alignment	Option 2 Twin O/L	Option 3 Diversion	Option 4 Twin O/L+ Diversion
14	13	300	1050	1050	375	375
13	12	300	1050	1050	450	450
12	11	450	1200	1200	1200	1200
11	10	525	1200	1200	1200	1200
10	9	600	1200	1200	1200	1200
9	8	600	1350	1350	1200	1200
8	7	600	1800x900	1800x900	1800x900	1800x900
7	5	600	1800x900	1800x900	1800x900	1800x900

Summary of impacts on Drainage Line 4:

- Twin outlets have no impact;
- Diversion slightly reduces pipe sizes from Pit 14 to Pit 12 and Pit 9 to Pit 8;
- The impact of Twin outlets plus diversion is the same as that of Diversion only.

Table 26: Drainage Line 5

Existing Pipe Sizes			Proposed Pipe Sizes			
From Pit	To Pit	Size (mm)	Option 1 Existing Alignment	Option 2 Twin O/L	Option 3 Diversion	Option 4 Twin O/L+ Diversion
6	5	600	2x2700x900	2x1500x900	2x1500x900	2400x900
5	4	900	2x2700x900	2x1800x900	2x1800x900	2x1500x900
4	3	1200	2x2700x900	2x1800x900	2x1800x900	2x1500x900
3	2	1200	2x2700x900	2x1800x900	2x1800x900	2x1500x900
2	1	1200	2x2700x900	2x1800x900	2x1800x900	2x1500x900
1	24	1200	2x2700x900	2x1800x900	2x2100x900	2x1500x900

Summary of impacts on Drainage Line 5:

- Twin outlets reduce the pipe sizes significantly;
- Diversion also reduces the pipe sizes significantly;
- Twin outlets plus diversion have a major impact.

5.8 Drainage Lines 6, 7 and 8

Drainage Lines 6 and 7 (Drawings A7 and A8-221842) were modelled using same approach adopted for Drainage Lines 1 to 5. The lines are situated in the residential area, therefore the system was checked for the peak flow of the 1 in 10 year ARI event.

The northern area of Apollo Bay has two separate drainage systems. The system was modelled as Drainage Line 6A and 6B. The pipe sizes range from 300 mm to 1200 mm diameter. Drainage Lines 6a drains the majority of the runoff from this area through an outlet to the ocean.

Drainage Line 6b drains a small area north of Cawood Street. This drainage system has its own outlet discharging into the nearby creek.

Drainage Line 7 is located in the southern part of the Apollo Bay Township. The pipe sizes of this system range from 300 mm to 450 mm diameter.

The underground pipe system of Drainage Liens 6 and 7 was found to be adequate for the design event.

Drainage Line 8 (Drawing A9-221842) was checked for the flow of 1 in 20 year ARI event due to its location in industrial area. The pipe sizes for Drainage Line 8A range from 225 mm to 975 mm. All pipes were found to be adequate except for 225 mm pipe from Pit no. 235 to Pit no. 236. The diameter of this pipe should be 300 mm. For Drainage Line 8B, the existing pipe sizes (ranging from 225 mm to 525 mm) were found to be adequate.

6 Main Drainage Sizes for Future Developments (Task 3)

The future development areas (Drawing A5-221842) have been adopted from Apollo Bay Structure Plan Volume 1, 2007. The areas subdivided for effective drainage outfalls have been shown on Drawing A6-221842.

In view of the existing drainage problems of Apollo Bay and the requirement of rather large sizes of the main drainage to handle the existing areas, it is recommended that the future areas do not burden the existing drainage infrastructure. To achieve this objective, we propose that:

1. The onsite retardation of stormwater runoff should be made a precondition for new developments; and
2. The main drainage pipes outfall into the adjoining creeks.

The site topography governs the location of drainage outfalls of future areas as shown on Drawing A6-221842. The main drainage sizes and the concept level retardation volumes have been determined with a proposed impervious fraction of

0.55. The summary of the required drainage sizes and approximate retardation volumes have been presented in Table 27.

Table 27: Summary of Required Drainage Sizes and Retardation Volumes

Area	Catchment Size (ha)	Q_{10} (m^3/s)	Approximate Retardation Volume (m3)	Main Drainage Pipe Size (mm)	Main Drainage Pipe Length (m)
2	26.2	2.52	6500	375 to 1200	500
3A	31.5	3.02	7800	375 to 1350	460
3B-1	13.1	1.05	2000	375 to 900	648
3B-2	7.2	0.7	970	375 to 750	445
3B-3	35.5	2.5	6010	375 to 1200	786

6.1 Development Contribution Rates for Future Developments

The development contribution rates for future developments have been worked out on the basis of estimate of main drainage line sizes and length added to the estimated cost of the wetlands needed to treat the stormwater to achieve best practice targets laid out in the Land Development Manual (LDM) maintained and regularly updated by the Melbourne Water Corporation. The results are presented in Table 27a which is based on the following assumptions:

1. An estimate of the length of main drainage lines;
2. Sizes of the main drainage lines varying from 375 mm to 1200 mm;
3. 3% of the total catchment area allocated to the proposed wetlands to achieve the best practice water quality treatment targets;
4. A unit cost of $\$65/m^2$ for the construction of wetlands as specified by the Model for Urban Stormwater Improvement Conceptualisation (MUSIC), assuming large-scale wetlands.

Table 27a: Development Contribution Rates

Area	Catchment Size (ha)	Approximate Retardation Volume (m3)	Main Drainage Pipe Size (mm)	Main Drainage Pipe Length (m)	Pipe Cost Estimate ($)	Wetland Cost Estimate ($)	Rate / ha ($)
2	26.2	6500	375 to 1200	500	157,300	510,900	25,504
3A	31.5	7800	375 to 1350	460	179,768	614,250	25,207
3B-1	13.1	2000	375 to 900	648	173,988	255,450	32,782
3B-2	7.2	970	375 to 750	445	106,652	140,400	34,313
3B-3	35.5	6010	375 to 1200	786	247,276	692,250	26,466

7 Overland Flow

The catchment plans show the overland flow paths (OLFP 1 to 8) determined by CatchmentSIM in line with the available topography of the study area. Flow for the 1 in 100 year ARI event for each flow path is presented in Table 28.

Table 28: 100-year Peak Flow for Identified Overland Flow Paths

Overland Flow Path	Q_{100} (m^3/s)
OLFP 1	0.364
OLFP 2	0.951
OLFP 2A	0.614
OLFP 3	0.439
OLFP 4	0.681
OLFP 5	1.020
OLFP 6	2.510
OLFP 7	2.164
OLFP 8	13.590

The overland flow is conveyed over roads through the developed area except for large flow along OLFP8 which represents contribution of the study catchment to the Braham River. The information has been provided for documentation in this study dealing with the underground infrastructure.

8 Impact of Climate Change

The impact of the climate change has been quantified with further work on the design for Option 4. The design has been upgraded in view of two factors namely, the expected sea level rise (SLR) and expected increase in the intensity of the rainfall.

In consultation with the Client, the expected SLR of 0.8 m has been adopted as recommended by "The Victorian Coastal Strategy (2008) - State Government's policy for coastal, estuarine and marine environments in Victoria" for the year 2100. The downstream water level adopted for drainage design options (see Section 5.6) has been increased by 0.8 m to model impact of the SLR.

The impact of the climate change on increase in rainfall intensity has been quantified by various studies. In their poster for OZwater09, Dr Mohammad N Cheema and Ray Borg have observed that using results of 13 Climate models, CSIRO project an increase of 1 to 13% (average 4 %) in the annual rainfall for the greater Melbourne region by 2050. In absence of a policy guideline such as the one for SLR, we have adopted an expected increase of 15% in the rainfall intensity which is consistent for the current industry practice for the long-term effects of the climate change.

The hydraulic model was re-run for the expected SLR and increase in the rainfall intensity. The results are presented Tables 29 to 33.

Draft

Table 29: Climate Change - Drainage Line 1 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes	Cost Estimate	
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)	Rate/m ($)	Estimated Cost ($)
94	93	26.64	225	300	176	4689
93	92	29.66	225	300	176	5220
92	91	24.54	225	300	176	4319
91	90	58.51	225	675	275	16089
90	89	11.34	300	675	275	3118
89	88	66.60	300	450	205	13653
88	43	10.50	300	525	225	2363
43	42	97.25	375	675	275	26743
42	41	94.38	450	675	275	25954
41	40	57.44	450	675	275	15795
40	35	51.28	450	675	275	14102
35	34	9.45	825	1050	459	4336
34	33	75.29	825	1050	459	34557
33	32	8.37	825	1050	459	3843
32	31	18.96	2x600	1050	459	8702
31	30	28.49	2x600	1050	459	13078
30	29	16.47	2x1200	1050	459	7562
29	25	10.71	1200	1500	791	8471
25	24	22.93	900	2100x900	1297	29742
24	23	17.71	1200	1800x900	1148	20328
23	Outlet	108.21	1200	1200	556	60162
					Total	322826

DRAFT

Table 30: Climate Change - Drainage Line 2 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes	Cost Estimate	
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)	Rate/m ($)	Estimated Cost ($)
60	59	52.47	300	375	189	9917
59	58	166.51	375	450	205	34134
58	57	80.86	375	675	275	22236
57	56	21.07	375	675	275	5794
56	55	53.11	375	750	305	16198
55	54	48.00	375	750	305	14640
54	53	9.44	375	750	305	2878
53	52	63.82	375	750	305	19465
52	51	6.87	375	750	305	2096
51	50	12.31	375	750	305	3755
50	49	10.60	450	750	305	3233
49	48	50.23	450	375	189	9493
48	47	50.98	450	375	189	9635
47	46	94.52	525	375	189	17865
46	45	35.86	525	375	189	6778
45	44	45.91	600	750	305	14004
44	25	54.24	600	750	305	16544
65	64	37.74	375	825	339	12794
64	63	90.66	375	825	339	307323
63	62	66.43	375	825	339	22520
62	61	12.64	375	825	339	4285
61	49	10.21	375	825	339	3460
					Total	282456

DRAFT

Table 31: Climate Change - Drainage Line 3 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes	Cost Estimate	
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)	Rate/m ($)	Estimated Cost ($)
87	86	83.90	300	450	205	17199
86	85	86.50	300	450	205	17732
85	84	8.40	300	525	225	1889
84	83	11.47	300	600	248	2844
83	82	13.65	300	600	248	3385
82	81	60.10	300	375	189	11358
81	80	103.22	300	375	189	19509
80	79	109.58	375	600	248	27175
79	78	6.22	450	600	248	1543
78	77	20.00	450	825	339	6781
77	76	60.18	675	900	375	22569
76	75	14.49	600	900	375	5434
75	74	35.24	900	900	375	13213
74	73	53.64	900	900	375	20113
73	72	6.30	900	1050	469	2892
72	71	20.05	900	1200	556	11149
					Total	184788

Table 32: Climate Change - Drainage Line 4 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes	Cost Estimate	
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)	Rate/m ($)	Estimated Cost ($)
14	13	109.31	300	375	189	20660
13	12	138.26	300	450	205	28344
12	11	72.19	450	1200	556	40136
11	10	27.52	525	1200	556	15300
10	9	25.02	600	1200	556	13913
9	8	97.66	600	1200	556	54298
8	7	10.23	600	1800x900	1148	11746
7	5	23.21	600	1800x900	1148	26644
					Total	211040

Table 33: Climate Change - Drainage Line 5 Main Drainage Sizes

Existing Pipe Sizes				Proposed Pipe Sizes	Cost Estimate	
From Pit	To Pit	Length (m)	Size (mm)	Size (mm)	Rate/m ($)	Estimated Cost ($)
6	5	228.86	600	2x2400x900	2986	683366
5	4	16.38	900	3x1500x900	2898	474623
4	3	106.71	1200	3x1500x900	2898	309233
3	2	106.07	1200	3x1500x900	2898	307402
2	1	43.15	1200	3x1500x900	2898	125044
1	24	187.53	1200	3x1500x900	2898	543471
					Total	2015979

8.1 Cost Estimate of Climate Change Impact and Clarification

The total estimated cost by including all the upgrade works on the pits is $3,800,000 (including a 20% cost increase based on location of Apollo Bay). It should be noted that the above estimates are presented as an order of magnitude only (±20%), based on experience from similar, past projects. The clarifications described in Section 5.4.1 also apply this cost estimate.

9 Hydraulic Grade Lines

Hydraulic grade lines (HGLs) have been created from 12d model. The HGLs cover design of Option 4 (Appendix B drawings) and design of Option 4 including the impact of climate change (Appendix C drawings).

10 Conclusions

This study has examined the drainage system of Apollo Bay and four drainage problem areas. Detailed modelling has revealed that the drainage system cannot handle the design flow.

We have identified 5 treatment options in consultation with the Client. The drainage system has been modelled for 1 in 10 and 1 in 20 year events for residential and commercial areas respectively. Once an option is selected by the Client, it will be remodelled to include impacts of climate change. Broadly, the consideration for climate change will require sizes larger by 10 to 15% than those estimated by the modelling undertaken so far.

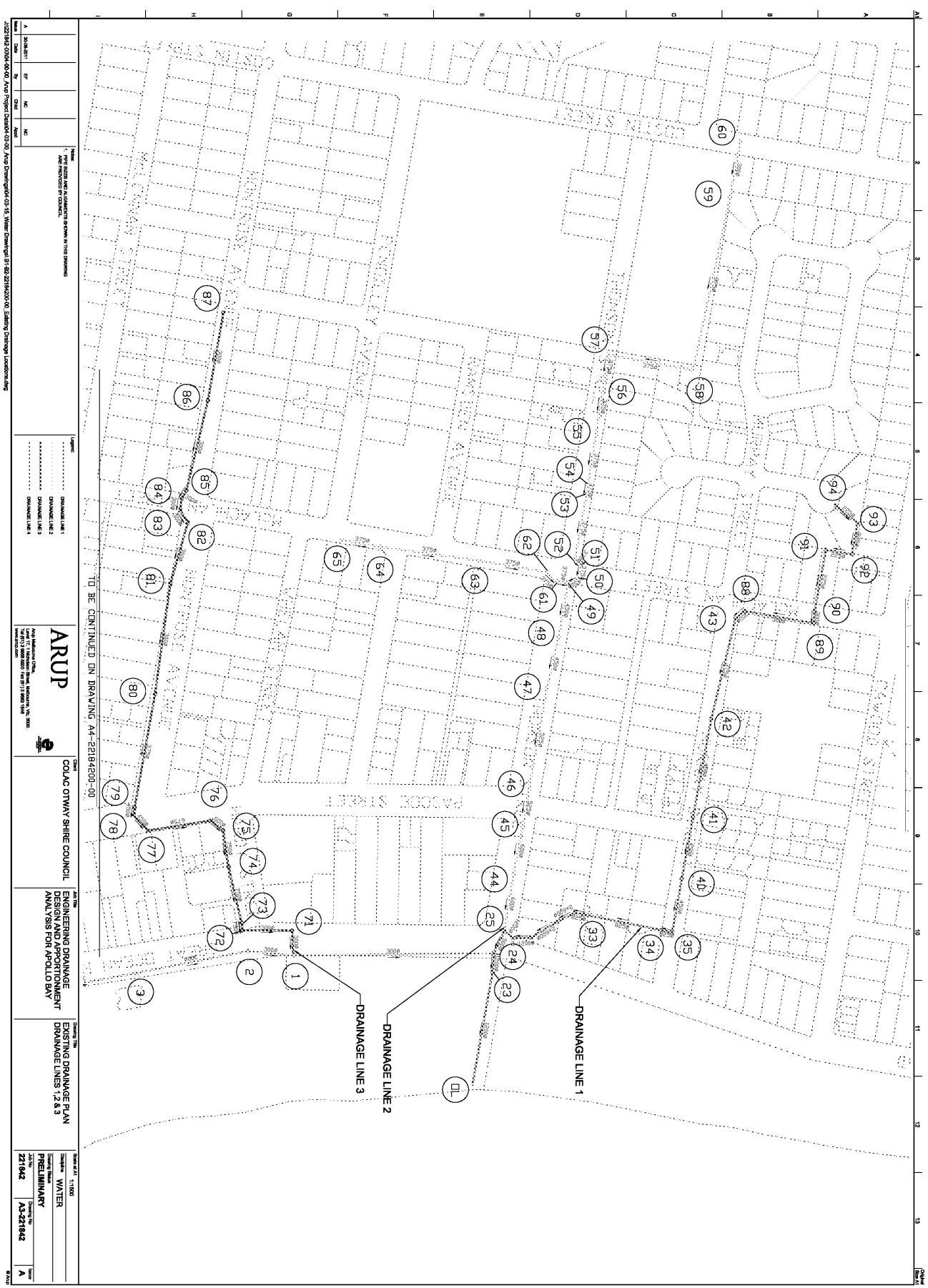
The options considered by this study are:

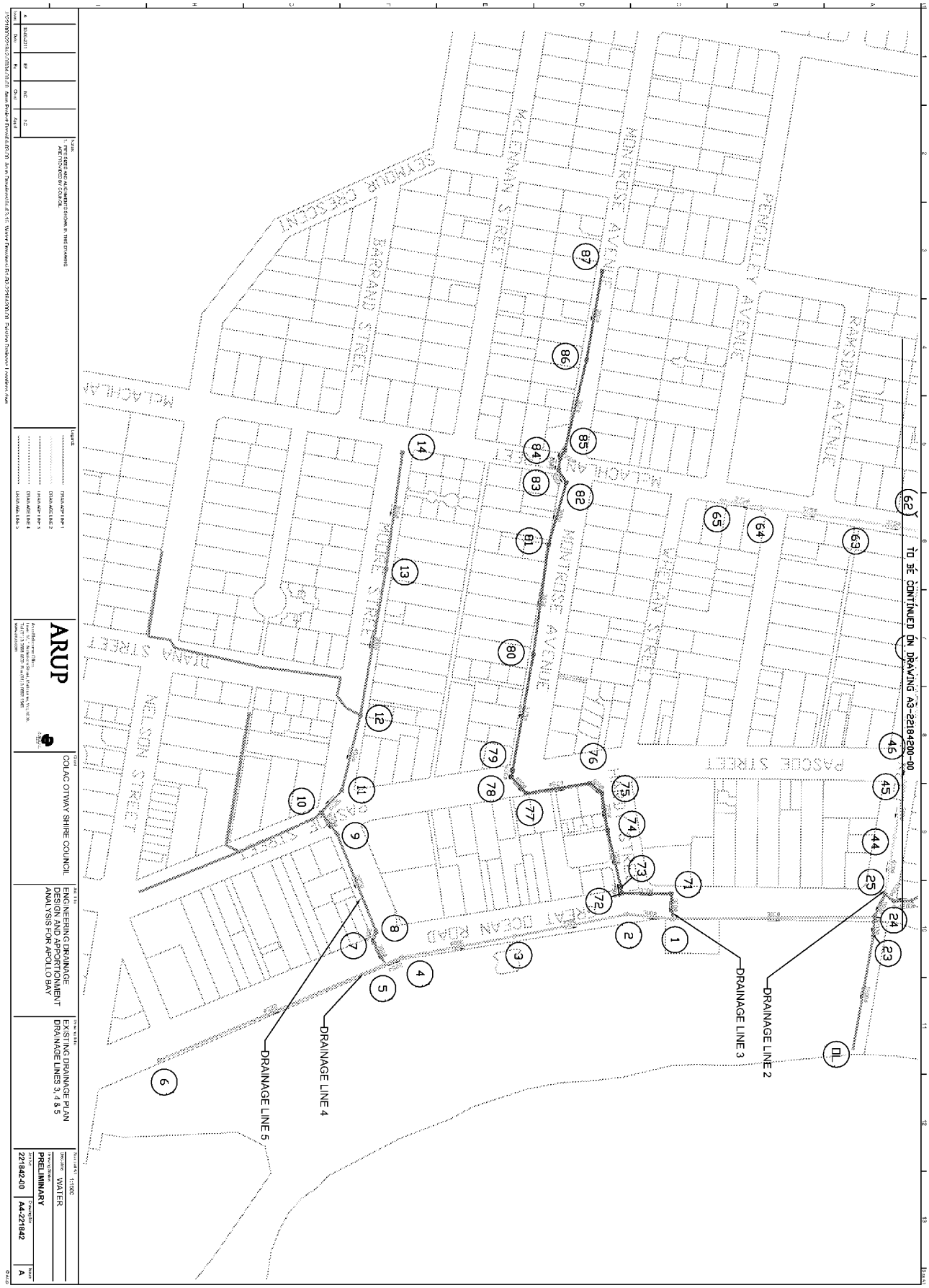
Option 1: Existing alignment;
Option 2: Twin outlets;
Option 3: McLachlan St Diversion (Diversion);

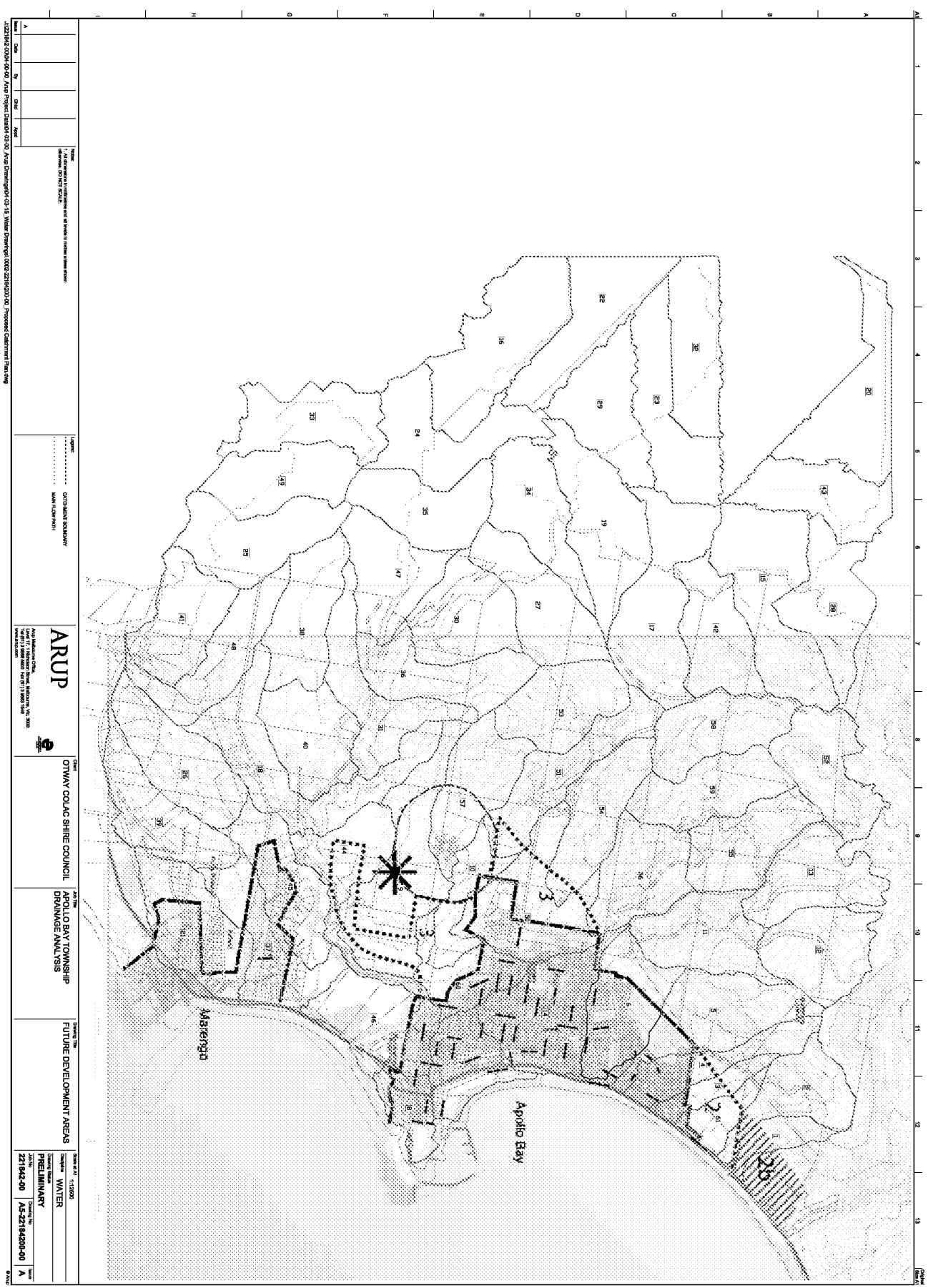
Option 4: Twin outlets plus Diversions; and
Option 5: Retardation through a temporary storage.

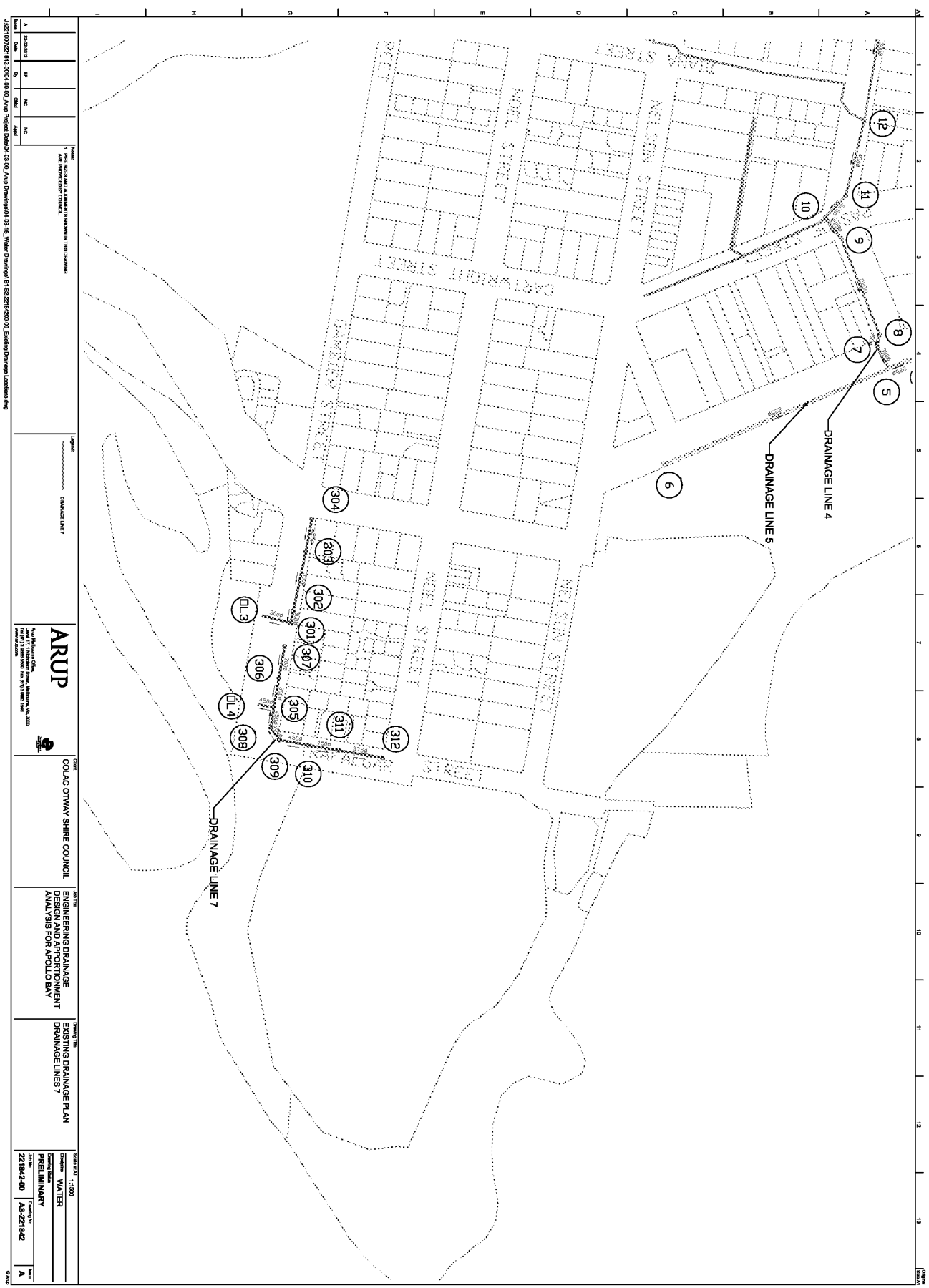
Our findings can be summarised as:

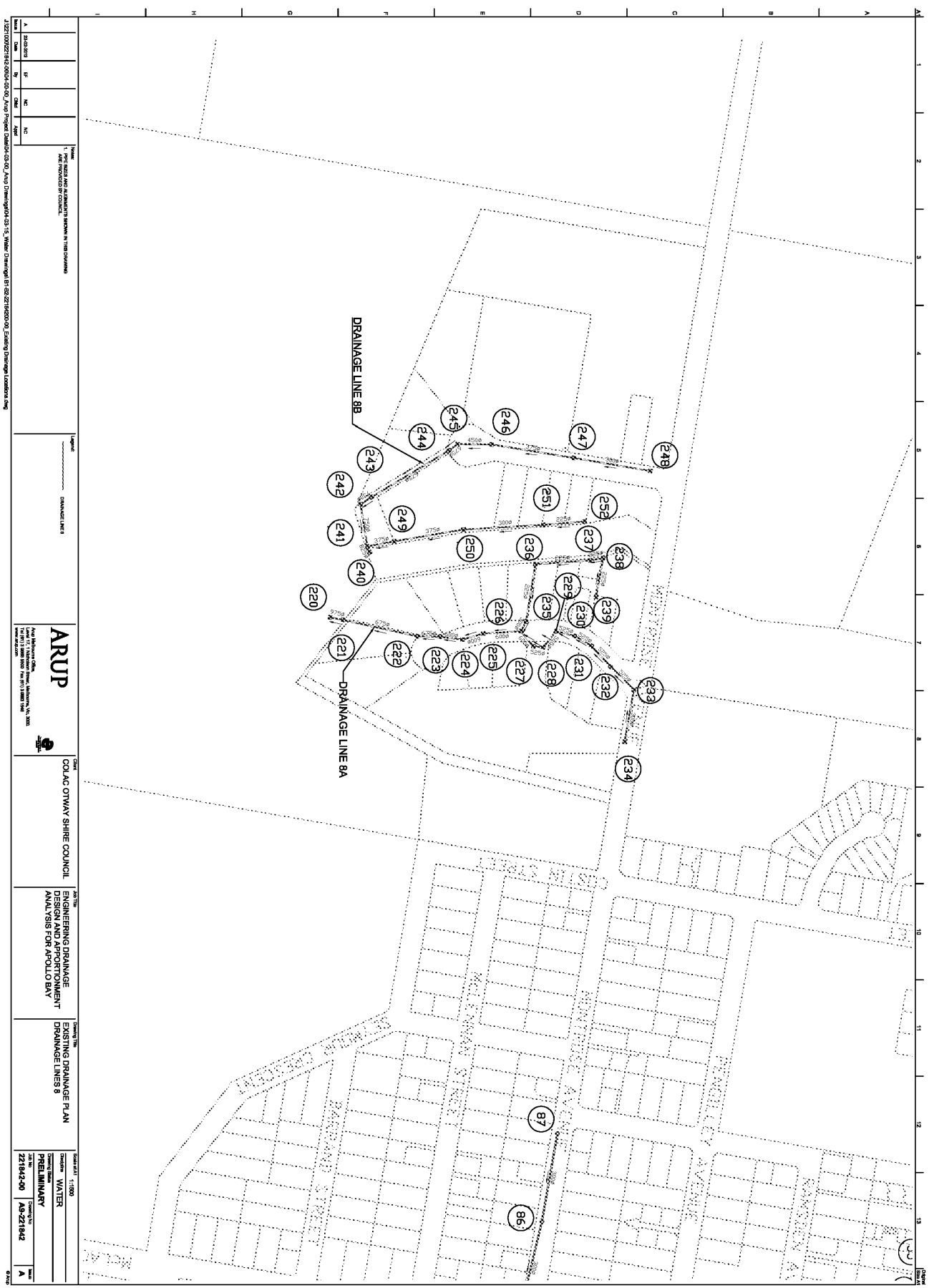
1. The existing system is inadequate even for a 1 in 5 year event;
2. The retardation option (Option 5) has severe constraints posed by the site topography and maintenance requirements. The preliminary analysis has shown that the retardation option is not effective for treating the drainage problems.
3. Option 2 reduces the required pipe sizes for the lower segment of Drainage Line 1 and Drainage Line 5. It is not effective for Drainage Lines 2, 3 and 4.
4. Option 3 has significant impact on Drainage Line 5, some impact on Drainage Lines 2 and 3 minor impact on Drainage Lines 1 and 4.
5. Option 4 is the only option that impacts all drainage lines. Its impacts are most significant on Drainage Lines 1 and 5.
6. We have recommend, in consultation with the Client, Option 4 to be adopted for effective treatment of the drainage problems experienced in Apollo Bay. The implementation of the recommendation is subject to the establishment of no adverse impacts on the creeks which will receive the stormwater flow diverted from west of McLachlan St. This assessment is not included in the scope of the current study.
7. The recommended drainage alignment at the intersection of Thompson Street involves elimination of an unnecessary and problematic junction pit described in Section 5.6 of this report.
8. Analysis of climate change impacts permits the downstream water level to be raised by 0.8 m. Based on this, the proposed twin outlets can be raised by 0.8 m if the design is to reflect the climate change.
9. The future development areas should not be drained through the existing drainage system.
10. Future developments must have onsite retardation facilities and the stormwater outflow must be discharged into the surrounding creeks.
11. The detailed survey information was not available for most of the study area due to which assumptions were made (see Section 4) on the pipe grades. The design output of this investigation in terms of drainage pipes sizes and grades needs to be improved with the help of detailed survey information for a design suitable for construction.

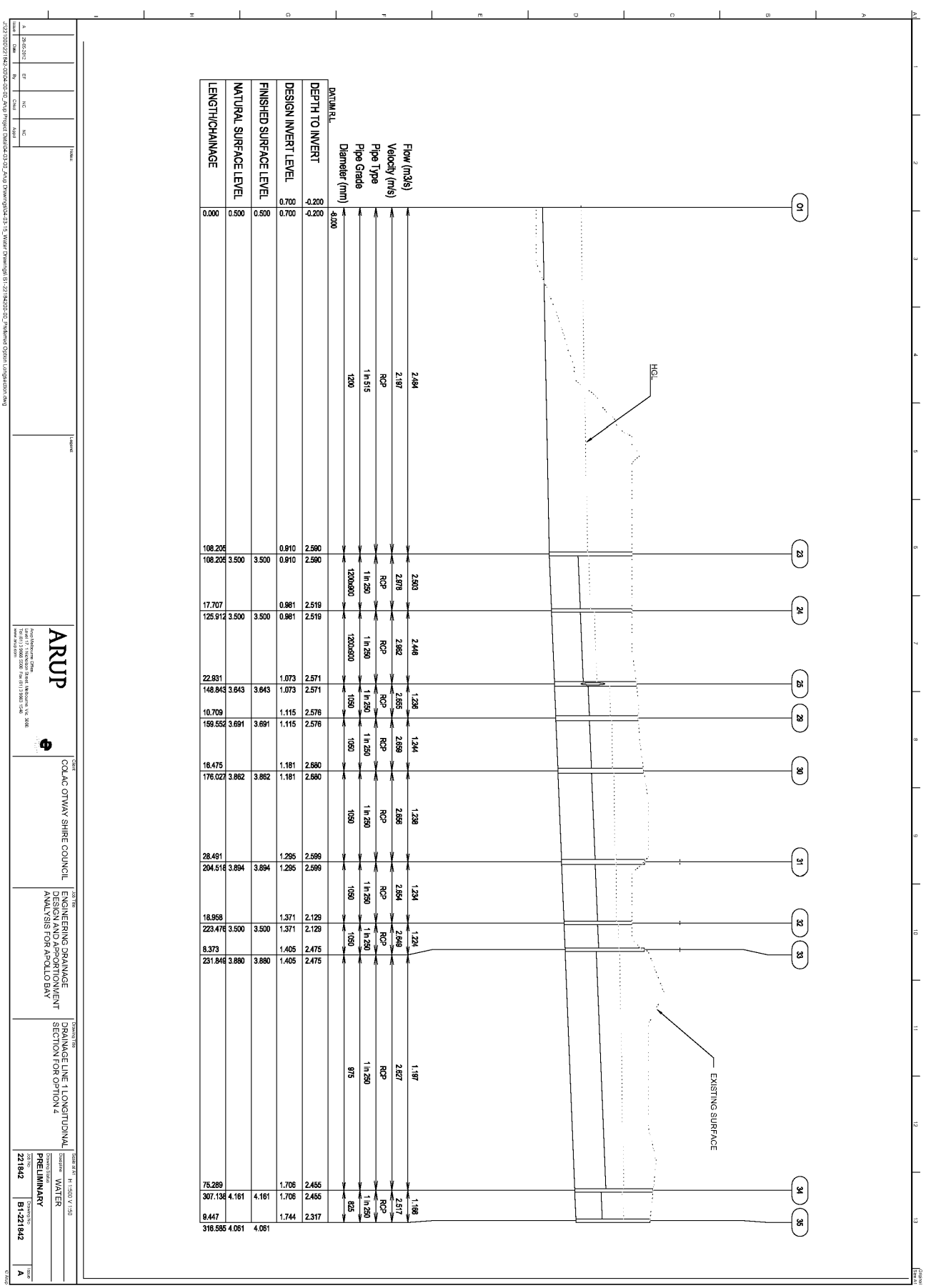

DRAINAGE LINE 1
DRAINAGE LINE 2
DRAINAGE LINE 3
TO BE CONTINUED ON DRAWING A4-22184200-00
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
EXISTING DRAINAGE PLAN DRAINAGE LINES 1,2 & 3
WATER
PRELIMINARY
221842
A3-221842
A

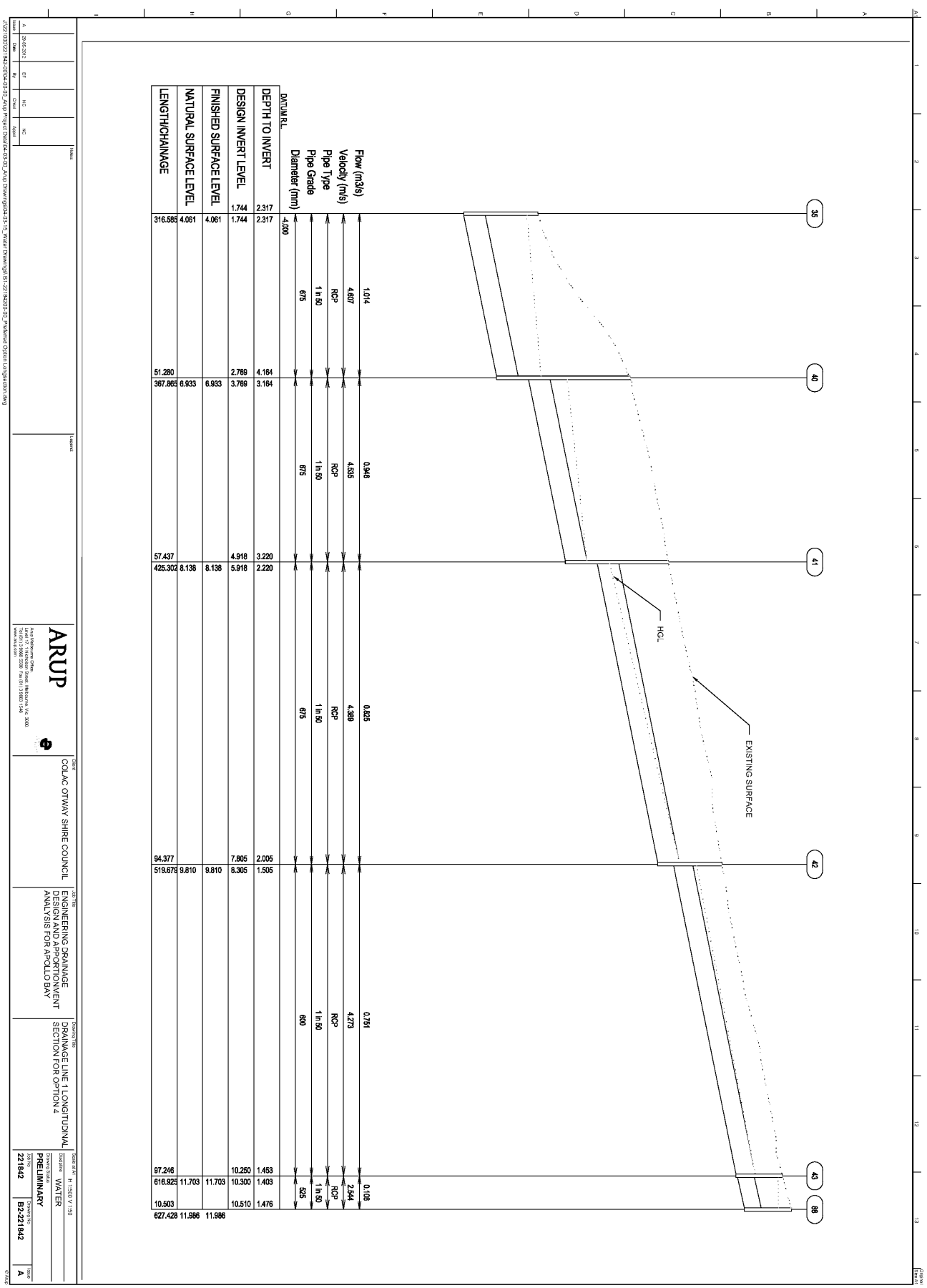

TO BE CONTINUED ON DRAWING A3-22184200-00
DRAINAGE LINE 2
DRAINAGE LINE 3
DRAINAGE LINE 4
DRAINAGE LINE 5
SEYMOUR CRESCENT
BARRAND STREET
McLENNAN STREET
MONTROSE AVENUE
PENGILLEY AVENUE
RAMSDEN AVENUE
McLACHLAN STREET
MOORE STREET
DIANA STREET
NELSON STREET
PASCOE STREET
GREAT OCEAN ROAD
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
EXISTING DRAINAGE PLAN DRAINAGE LINES 3, 4 & 5
WATER
PRELIMINARY
221842-00
A4-221842
A


Matenga
Apollo Bay
OTWAY COLAC SHIRE COUNCIL
APOLLO BAY TOWNSHIP DRAINAGE ANALYSIS
FUTURE DEVELOPMENT AREAS
ARUP
WATER
PRELIMINARY
221842-00
A5-221842-00-00
A


DRAINAGE LINE 4
DRAINAGE LINE 5
DRAINAGE LINE 7
DIANA STREET
NELSON STREET
CARTWRIGHT STREET
GAMBIER STREET
NEL SON STREET
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
EXISTING DRAINAGE PLAN DRAINAGE LINES 7
WATER
PRELIMINARY
221842-00
A8-221842
A


DRAINAGE LINE 8B
DRAINAGE LINE 8A
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
EXISTING DRAINAGE PLAN DRAINAGE LINES 8
WATER
PRELIMINARY
221842-00
A9-221842


HGL
EXISTING SURFACE
C1
23
24
25
29
30
31
32
33
34
35
Flow (m3/s)
Velocity (m/s)
Pipe Type
Pipe Grade
Diameter (mm)
DATUM R.L.
DEPTH TO INVERT
DESIGN INVERT LEVEL
FINISHED SURFACE LEVEL
NATURAL SURFACE LEVEL
LENGTH/CHAINAGE
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
DRAINAGE LINE 1 LONGITUDINAL SECTION FOR OPTION 4
WATER
PRELIMINARY
221842
B1-221842
A



ARUP

COLAC OTWAY SHIRE COUNCIL

ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY

DRAINAGE LINE 1 LONGITUDINAL SECTION FOR OPTION 4

Discipline: WATER

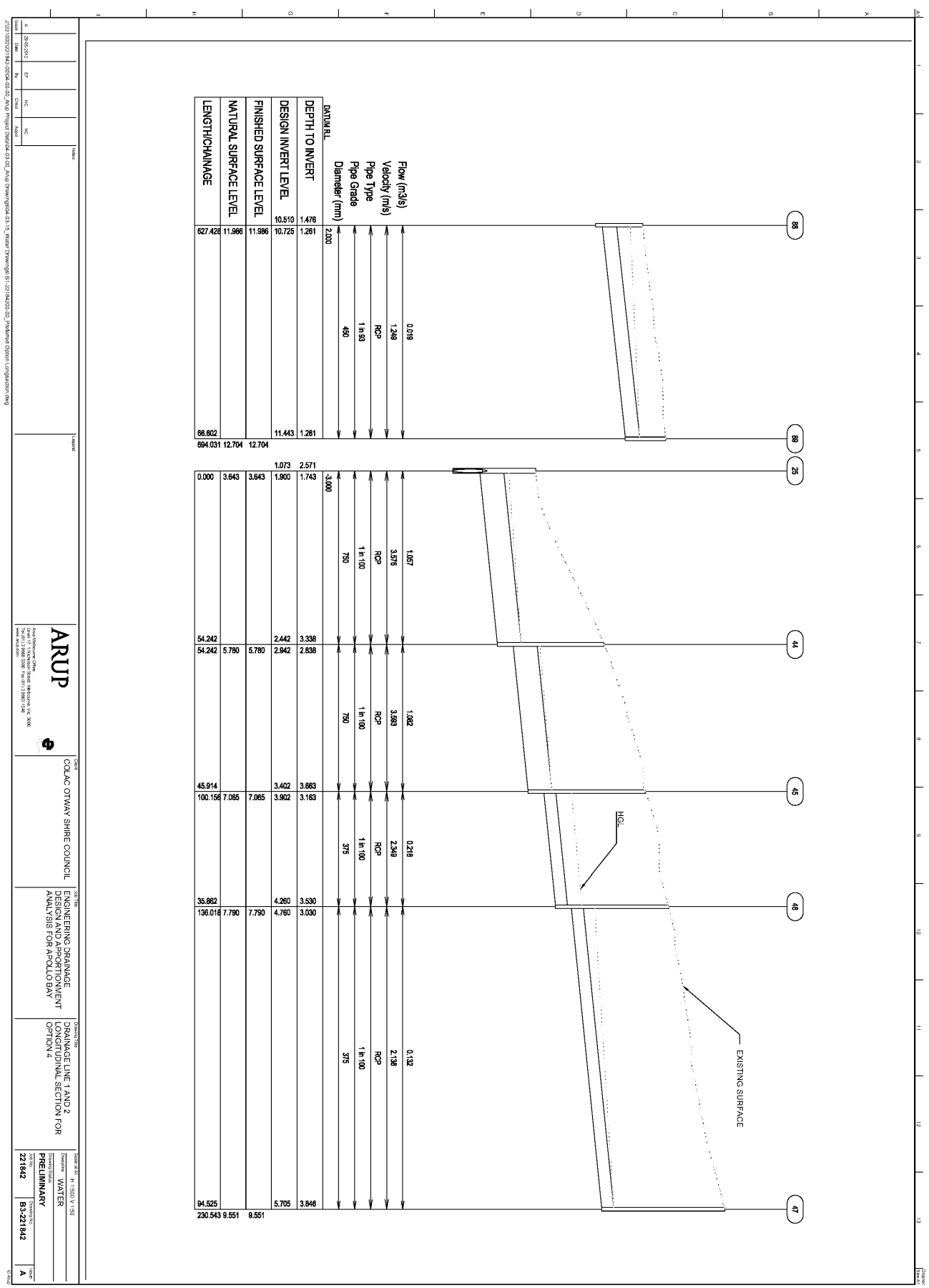
Drawing Status: PRELIMINARY

Job No: 221842

Drawing No: B2-221842

Issue: A

Scale at A1: H 1:500 V 1:50



ARUP

COLAC OTWAY SHIRE COUNCIL

ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY

DRAINAGE LINE 1 AND 2 LONGITUDINAL SECTION FOR OPTION 4

Discipline: WATER

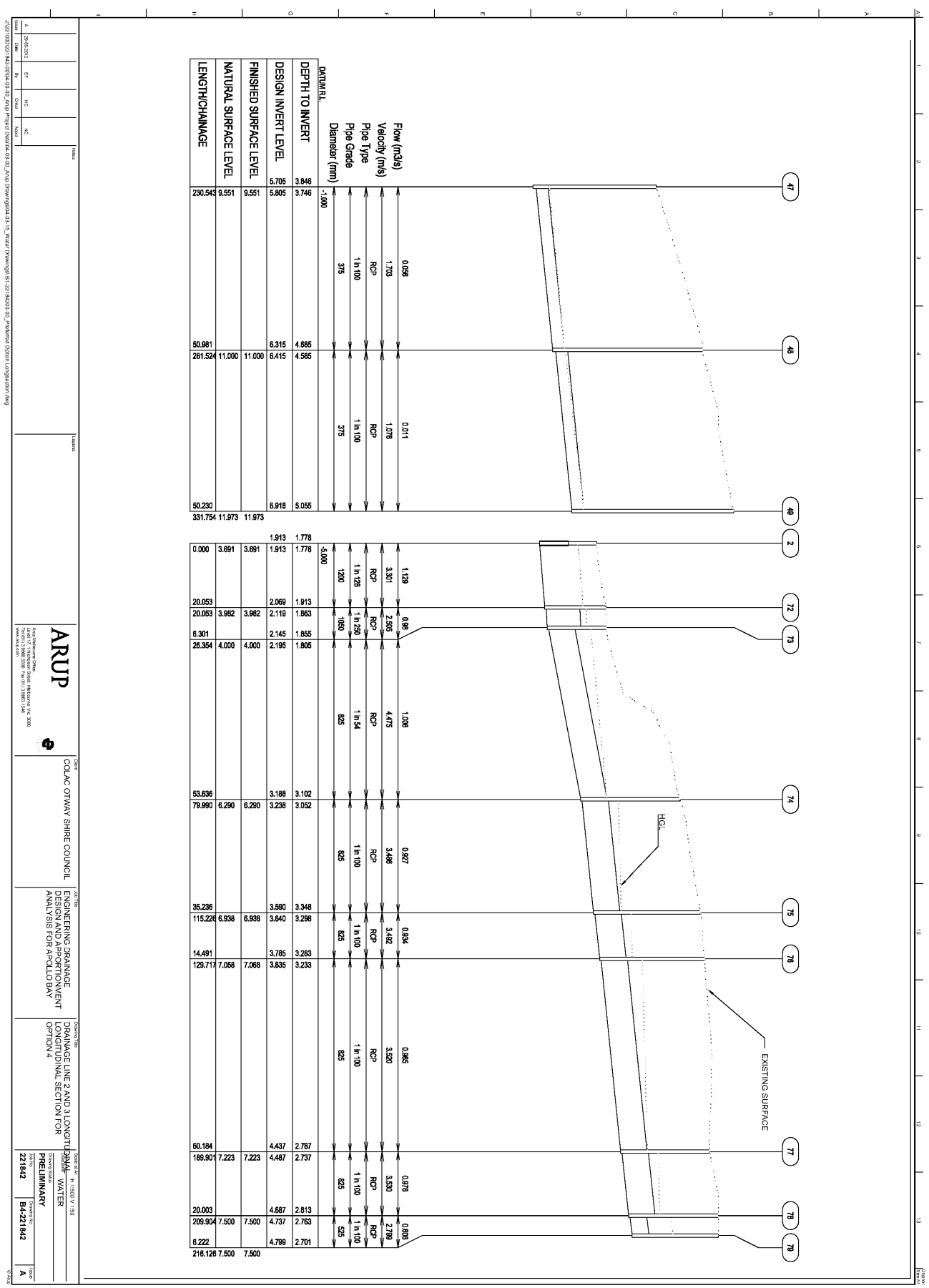
Drawing Status: PRELIMINARY

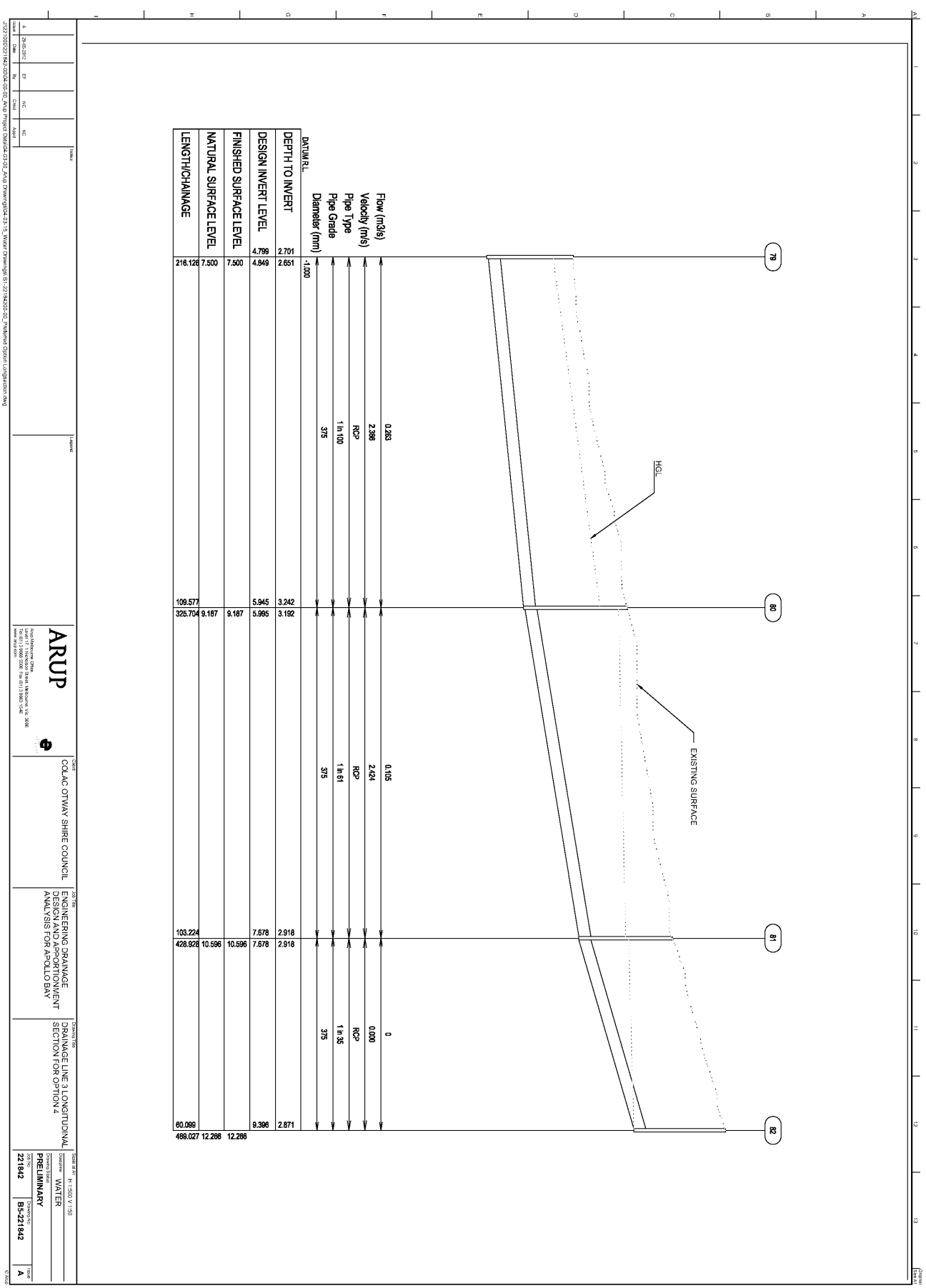
Job No: 221842

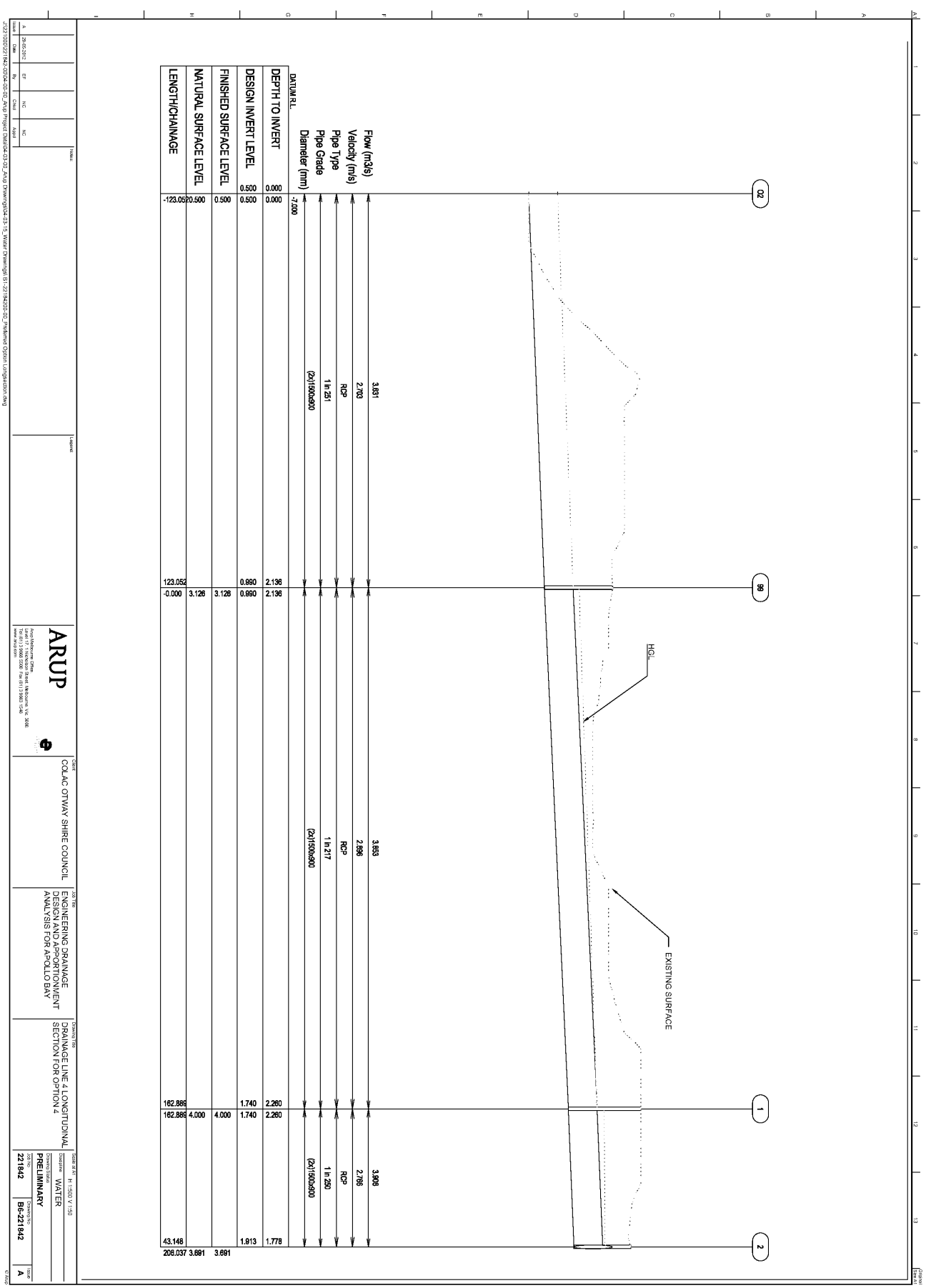
Drawing No: B3-221842

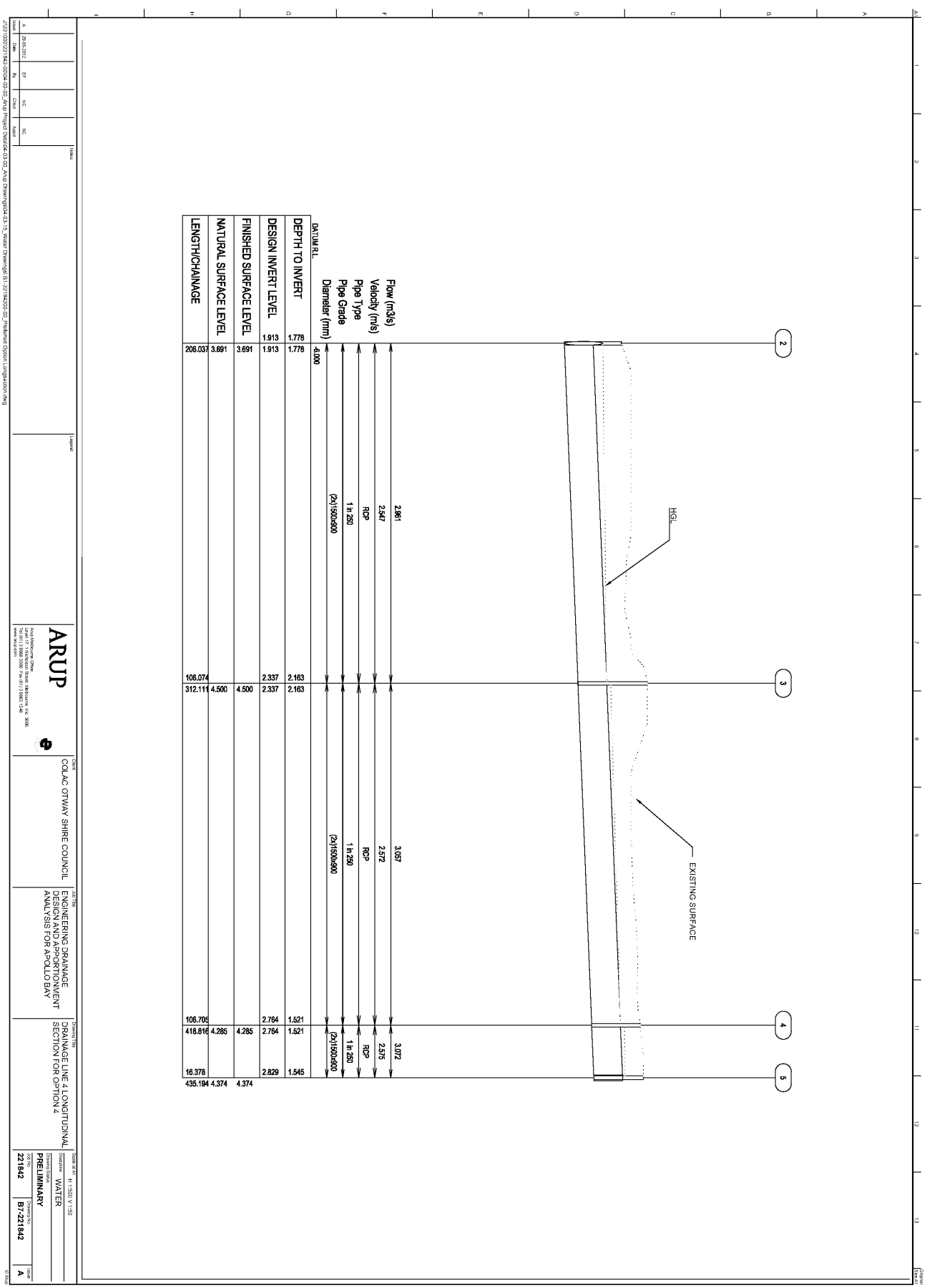
Issue: A

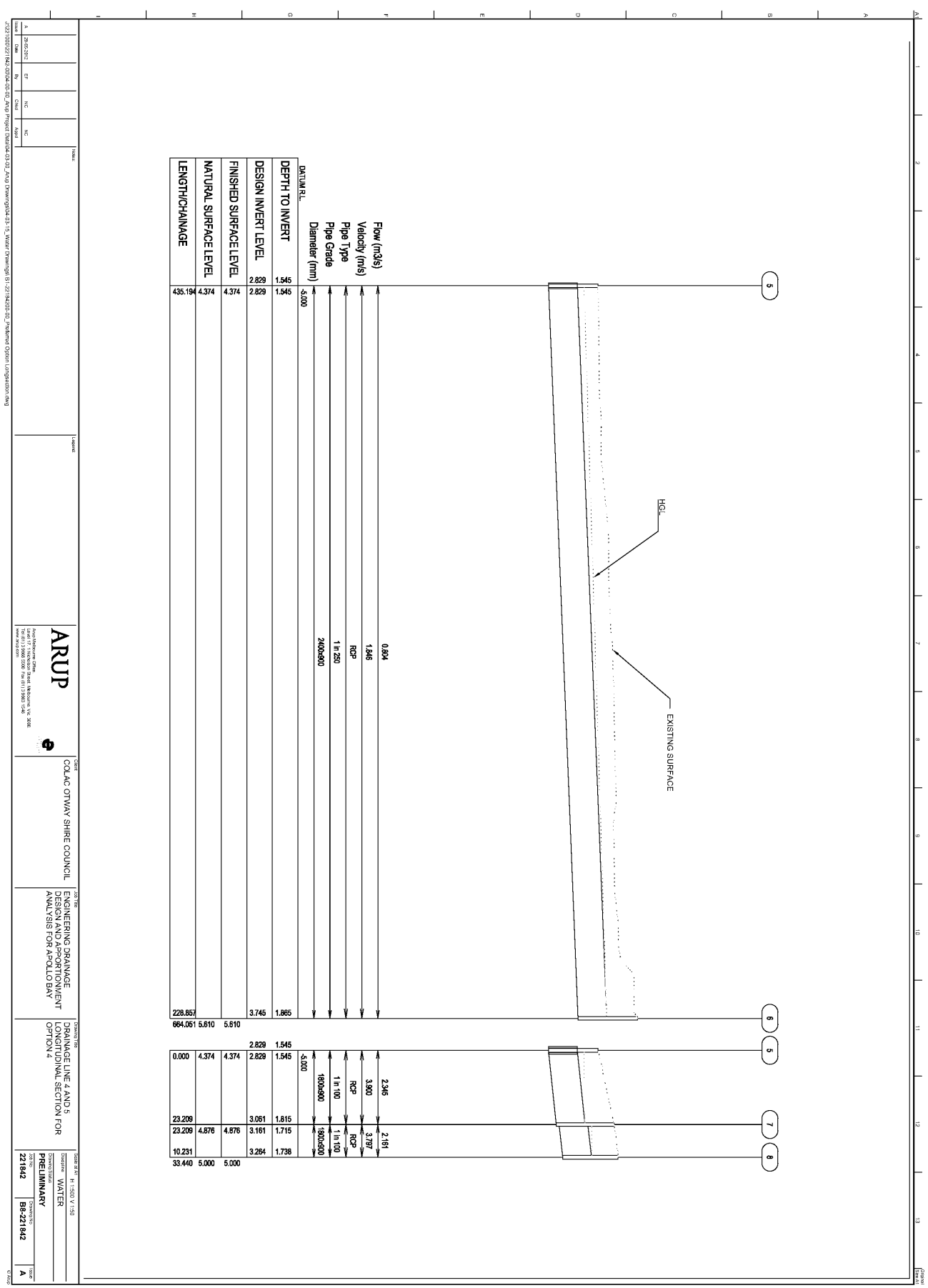
Scale at A1: H 1:500 V 1:50

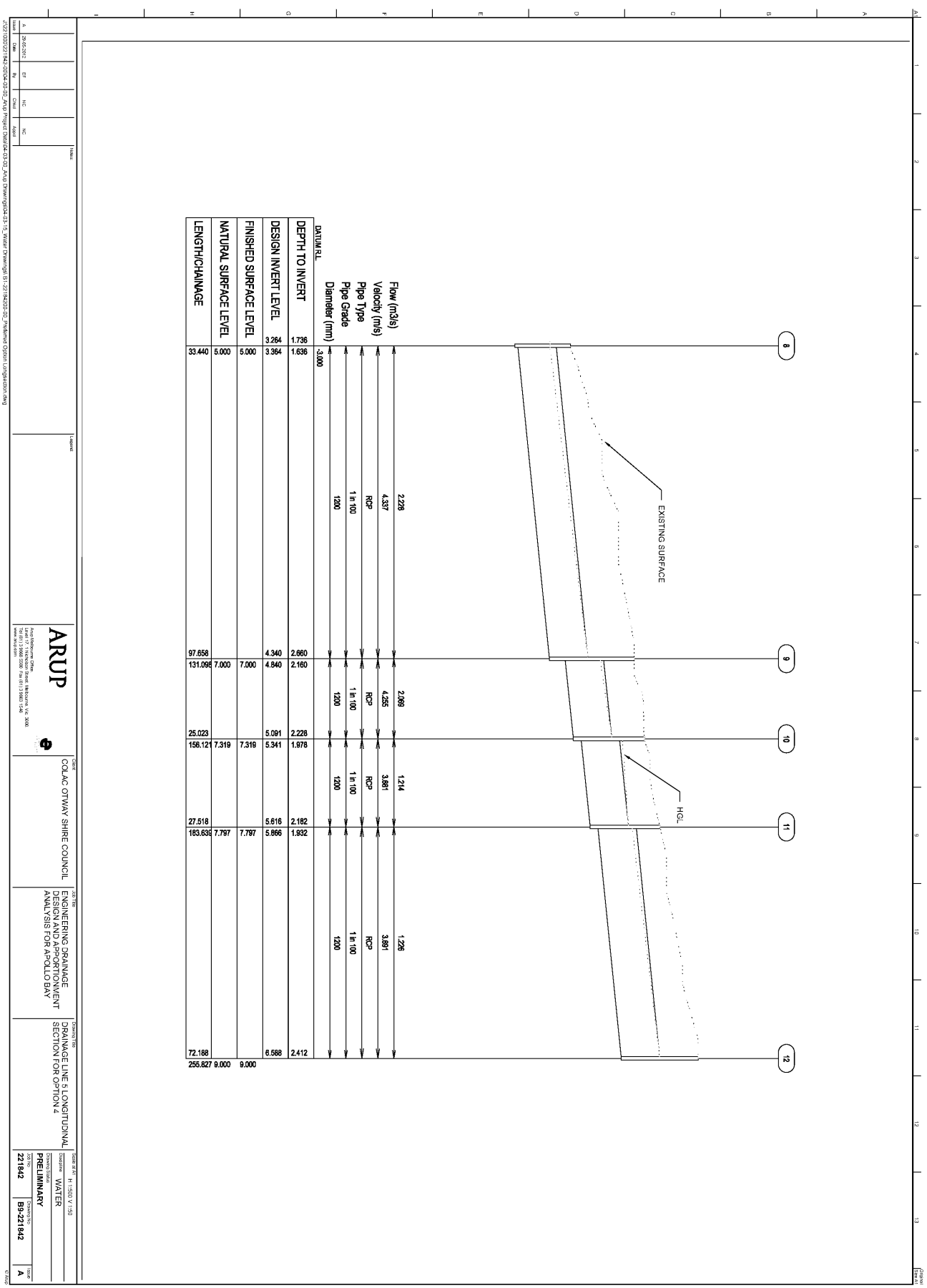

DATUM R.L.
Diameter (mm)
Pipe Grade
Pipe Type
Velocity (m/s)
Flow (m3/s)
DEPTH TO INVERT
DESIGN INVERT LEVEL
FINISHED SURFACE LEVEL
NATURAL SURFACE LEVEL
LENGTH/CHAINAGE
HGL
EXISTING SURFACE
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
DRAINAGE LINE 2 AND 3 LONGITUDINAL SECTION FOR OPTION 4
WATER
PRELIMINARY
221842
B4-221842
A
ARUP

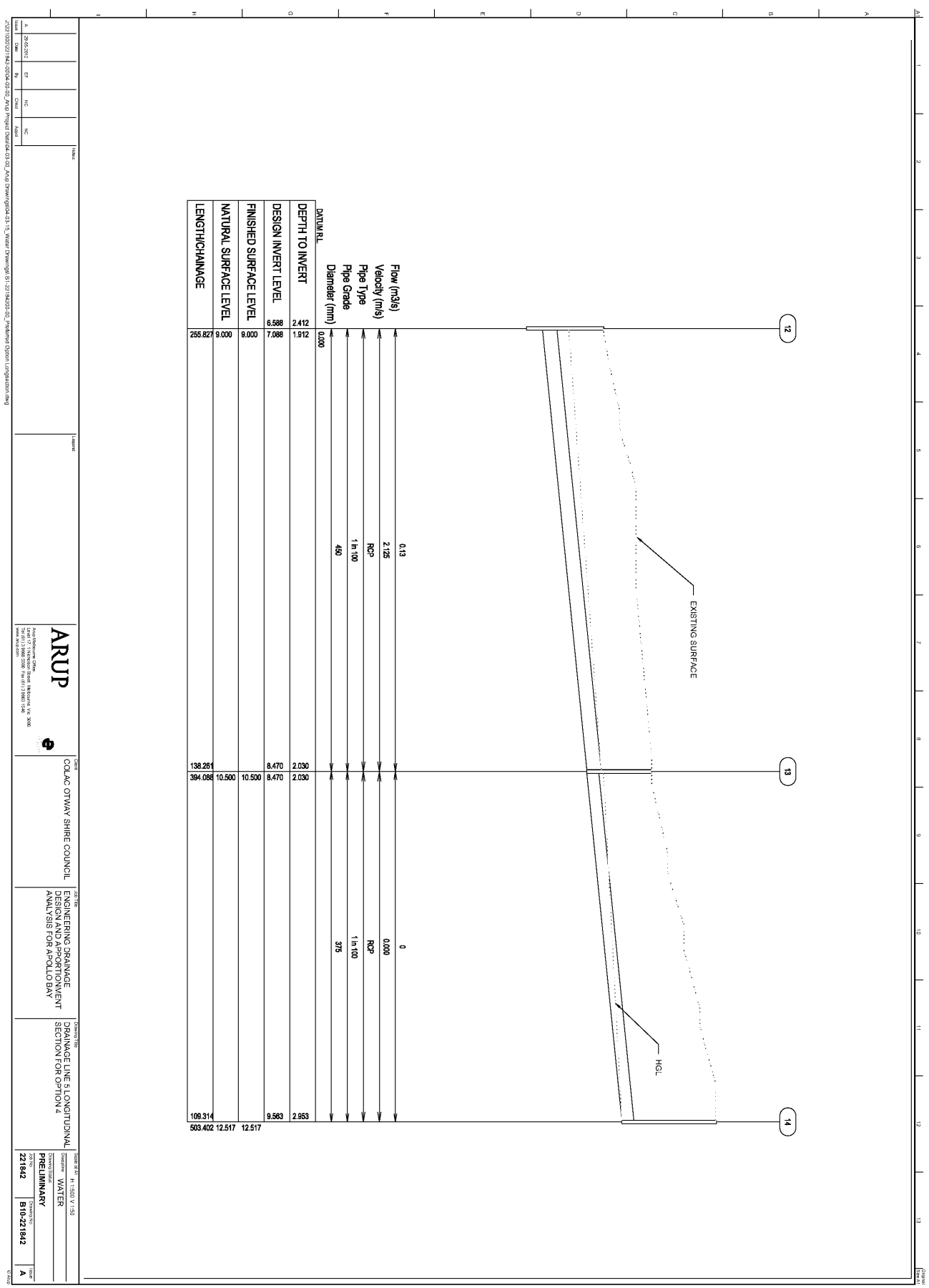

DATUM R.L.
DEPTH TO INVERT
DESIGN INVERT LEVEL
FINISHED SURFACE LEVEL
NATURAL SURFACE LEVEL
LENGTH/CHAINAGE
Diameter (mm)
Pipe Grade
Pipe Type
Velocity (m/s)
Flow (m3/s)
-1.000
375
1 in 100
RCP
2.386
0.263
2.701
4.799
7.500
7.500
216.126
375
1 in 81
RCP
2.424
0.105
3.242
5.945
9.187
9.187
109.577
325.704
375
1 in 35
RCP
0.000
0
3.192
5.995
9.187
9.187
103.224
2.918
7.678
10.596
10.596
426.928
2.918
7.678
10.596
10.596
60.099
2.871
9.396
12.286
12.286
488.027
HGL
EXISTING SURFACE
78
80
81
82
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
DRAINAGE LINE 2 LONGITUDINAL SECTION FOR OPTION 4
WATER
PRELIMINARY
221842
BS-221842
A
H 1:500 V 1:50

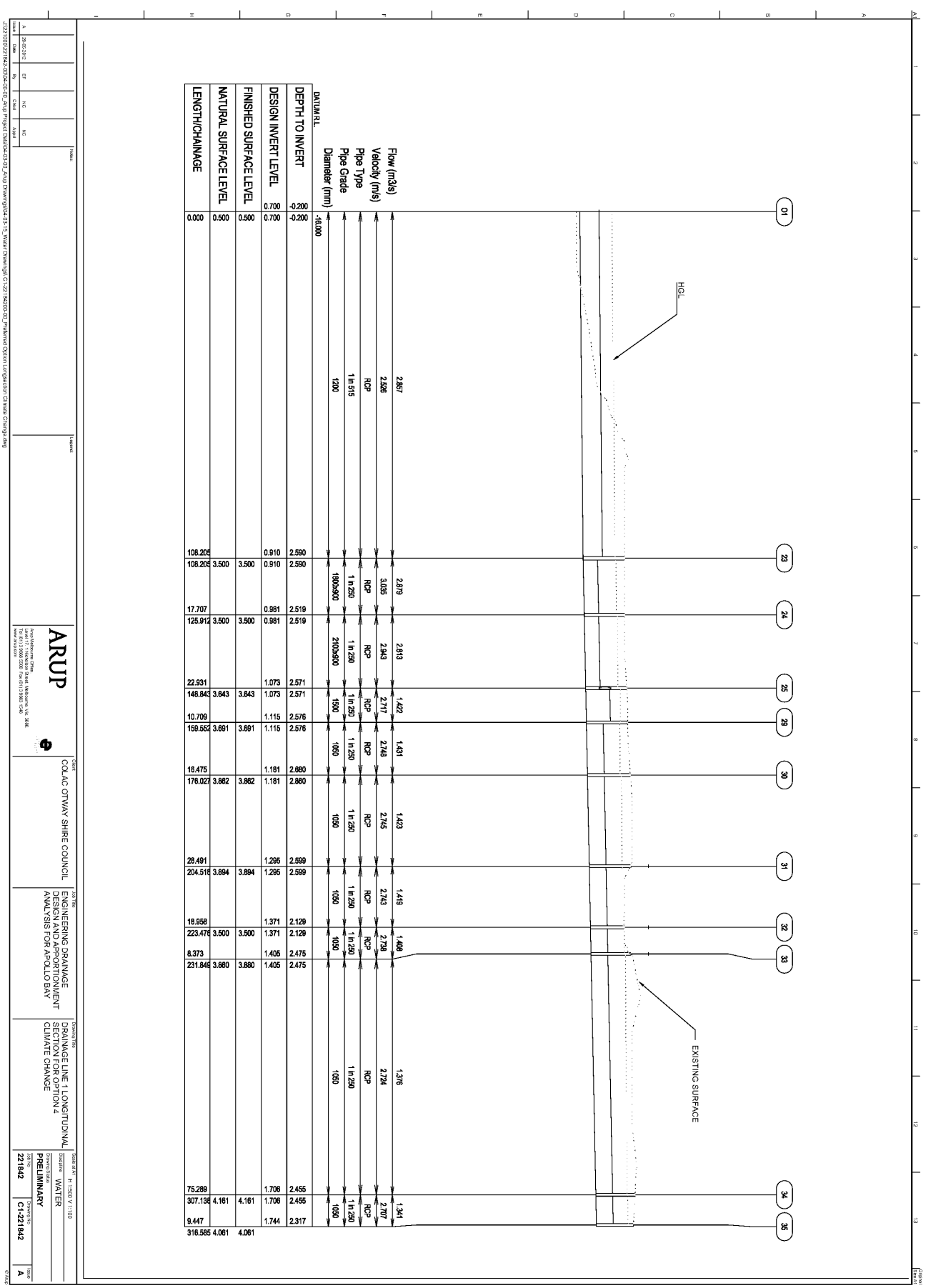

Flow (m3/s)
Velocity (m/s)
Pipe Type
Pipe Grade
Diameter (mm)
DATUM R.L
DEPTH TO INVERT
DESIGN INVERT LEVEL
FINISHED SURFACE LEVEL
NATURAL SURFACE LEVEL
LENGTH/CHAINAGE
3.831
2.703
RCP
1 in 251
(2x)1500x900
-7.000
0.000
0.500
0.500
20.500
-123.052
123.052
3.853
2.896
RCP
1 in 217
(2x)1500x900
0.000
2.136
0.990
0.990
3.126
3.126
-0.000
162.889
3.908
2.766
RCP
1 in 250
(2x)1500x900
2.260
1.740
4.000
4.000
162.889
43.148
206.037 3.691 3.691
1.778
1.913
HGL
EXISTING SURFACE
02
99
1
2
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
DRAINAGE LINE 4 LONGITUDINAL SECTION FOR OPTION 4
WATER
PRELIMINARY
221842
B6-221842
A
H 1:500 V 1:50

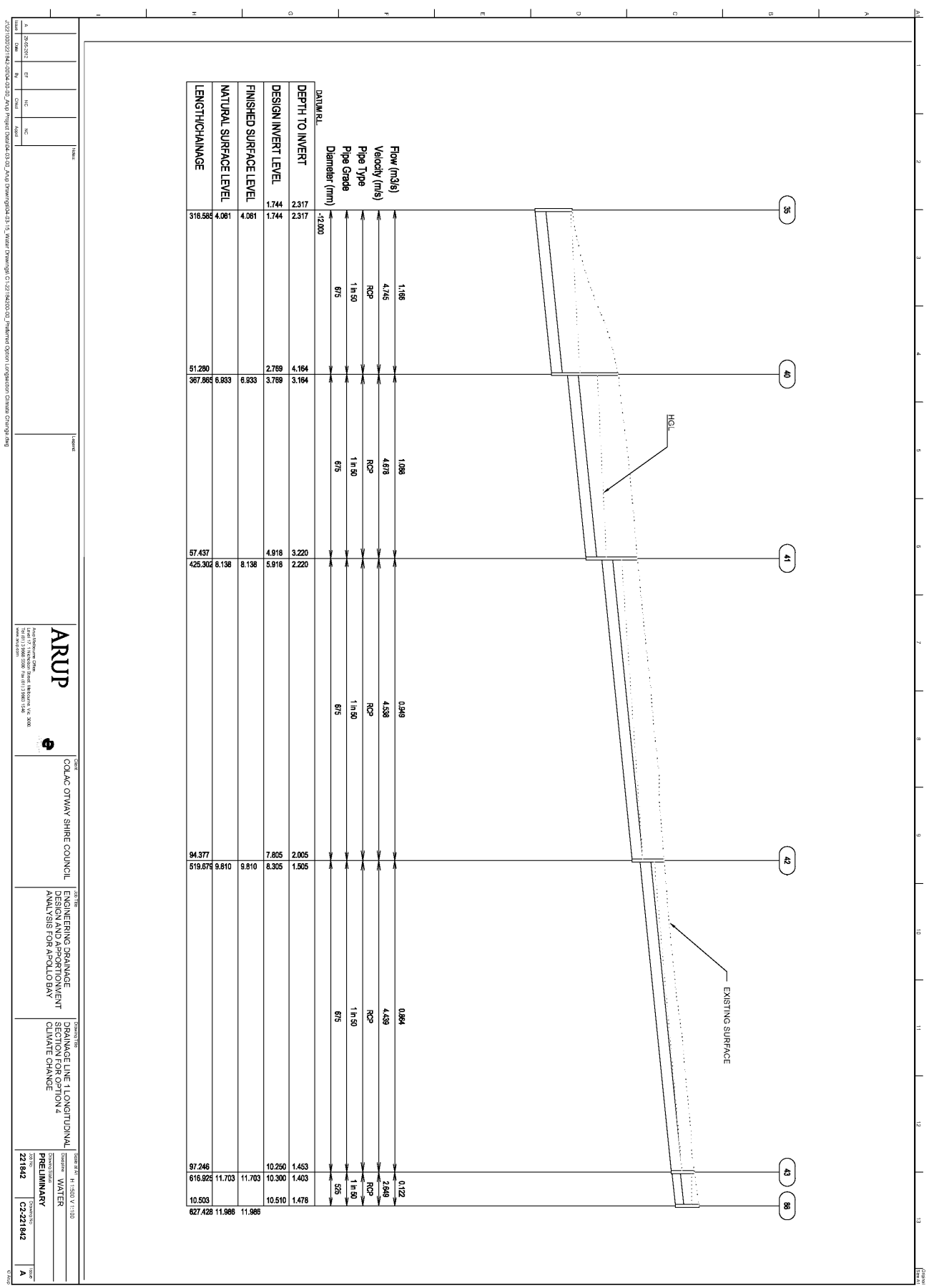

HGL
EXISTING SURFACE
2
3
4
5
Flow (m3/s) 2.961 3.057 3.072
Velocity (m/s) 2.547 2.572 2.575
Pipe Type RCP RCP RCP
Pipe Grade 1 in 250 1 in 250 1 in 250
Diameter (mm) (2x)1500x900 (2x)1500x900 (2x)1500x900
DATUM R.L. -6.000
LENGTH/CHAINAGE 206.037 312.111 106.705 416.816 16.376 435.194
NATURAL SURFACE LEVEL 3.691 4.500 4.285 4.285 4.374 4.374
FINISHED SURFACE LEVEL 3.691 4.500 4.285 4.285 4.374 4.374
DESIGN INVERT LEVEL 1.913 2.337 2.764 2.764 2.829 1.913 2.337 2.764 1.521 1.545
DEPTH TO INVERT 1.778 2.163 1.521 1.778 2.163
108.074
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
DRAINAGE LINE 4 LONGITUDINAL SECTION FOR OPTION 4
WATER
PRELIMINARY
221842
B7-221842
A

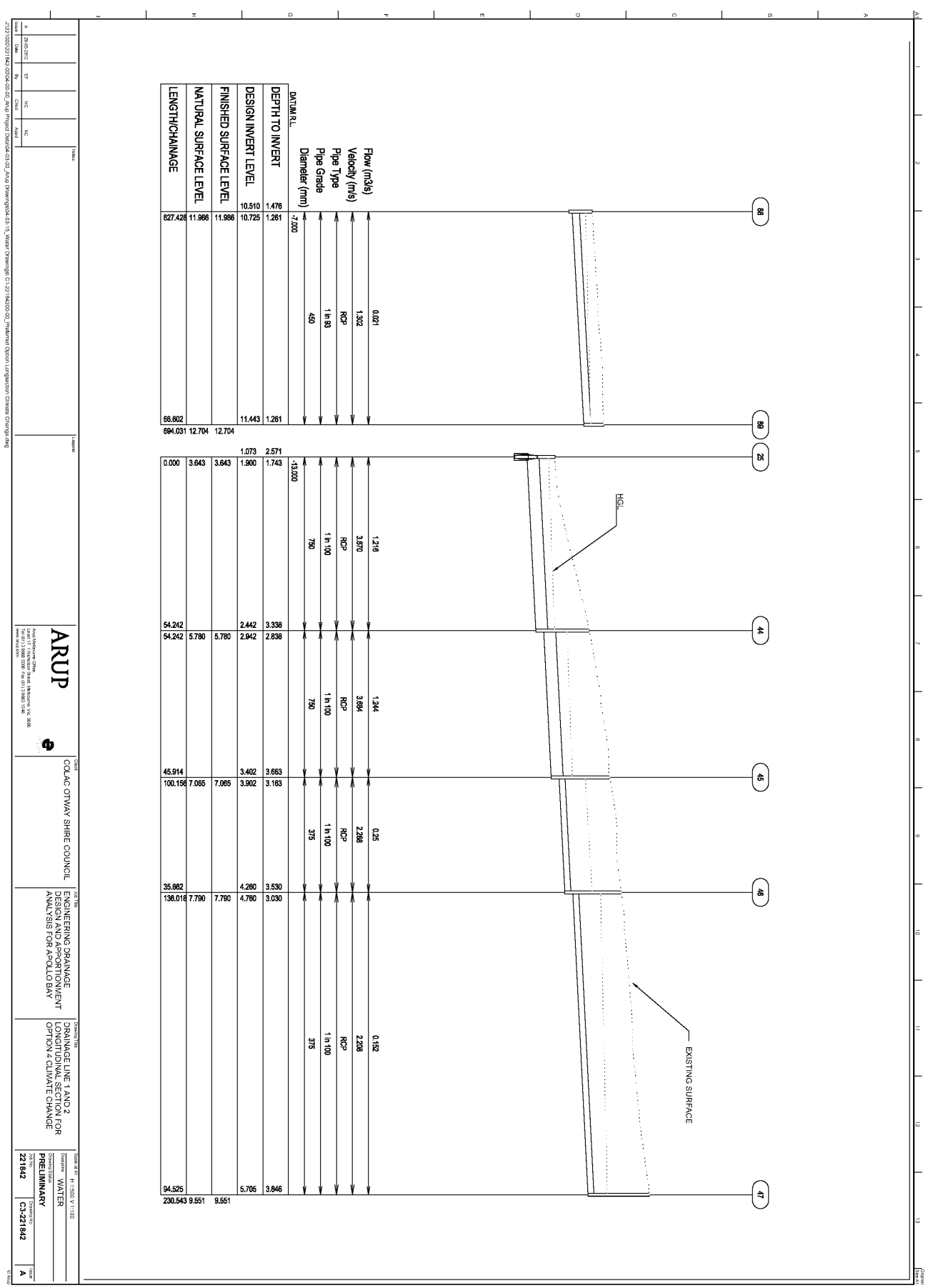

DATUM R.L.
DEPTH TO INVERT
DESIGN INVERT LEVEL
FINISHED SURFACE LEVEL
NATURAL SURFACE LEVEL
LENGTH/CHAINAGE
Flow (m3/s)
Velocity (m/s)
Pipe Type
Pipe Grade
Diameter (mm)
435.194 4.374 4.374 2.829 1.545 -5.000
228.857 3.745 1.865 2400x900 1 in 250 RCP 1.846 0.804
664.051 5.610 5.810
0.000 4.374 4.374 2.829 1.545 -5.000
23.209 3.061 1.815 1800x900 1 in 100 RCP 3.900 2.346
23.209 4.876 4.876 3.161 1.715 1800x600 1 in 100 RCP 3.797 2.161
10.231 3.264 1.738
33.440 5.000 5.000
HGL
EXISTING SURFACE
5
6
5
7
8
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
DRAINAGE LINE 4 AND 5 LONGITUDINAL SECTION FOR OPTION 4
WATER
PRELIMINARY
221842
B8-221842
A
H 1:500 V 1:50

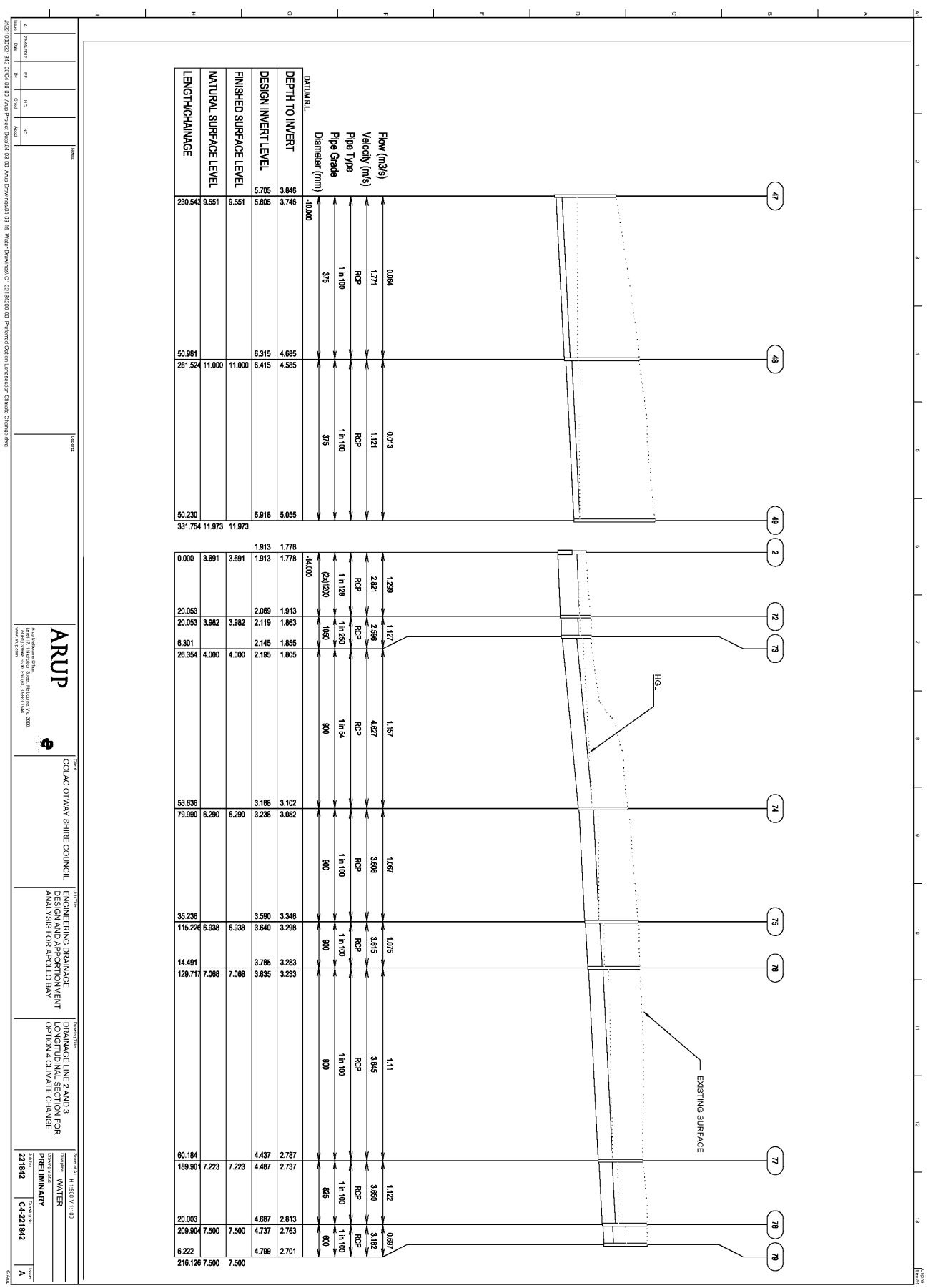

EXISTING SURFACE
HGL
8
9
10
11
12
Flow (m3/s) 2.228 4.337 2.089 4.255 1.214 3.891 1.226 3.891
Velocity (m/s)
Pipe Type RCP RCP RCP RCP
Pipe Grade 1 in 100 1 in 100 1 in 100 1 in 100
Diameter (mm) 1200 1200 1200 1200
DATUM R.L. -3.000
DEPTH TO INVERT 1.736 1.636 2.660 2.160 2.228 1.978 2.182 1.932 2.412
DESIGN INVERT LEVEL 3.264 3.364 4.340 4.840 5.091 5.341 5.616 5.866 6.588
FINISHED SURFACE LEVEL 5.000 7.000 7.319 7.797 9.000
NATURAL SURFACE LEVEL 5.000 7.000 7.319 7.797 9.000
LENGTH/CHAINAGE 33.440 97.658 131.098 25.023 156.121 27.518 183.639 72.188 255.827
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
DRAINAGE LINE & LONGITUDINAL SECTION FOR OPTION 4
WATER
PRELIMINARY
221842
B9-221842
A

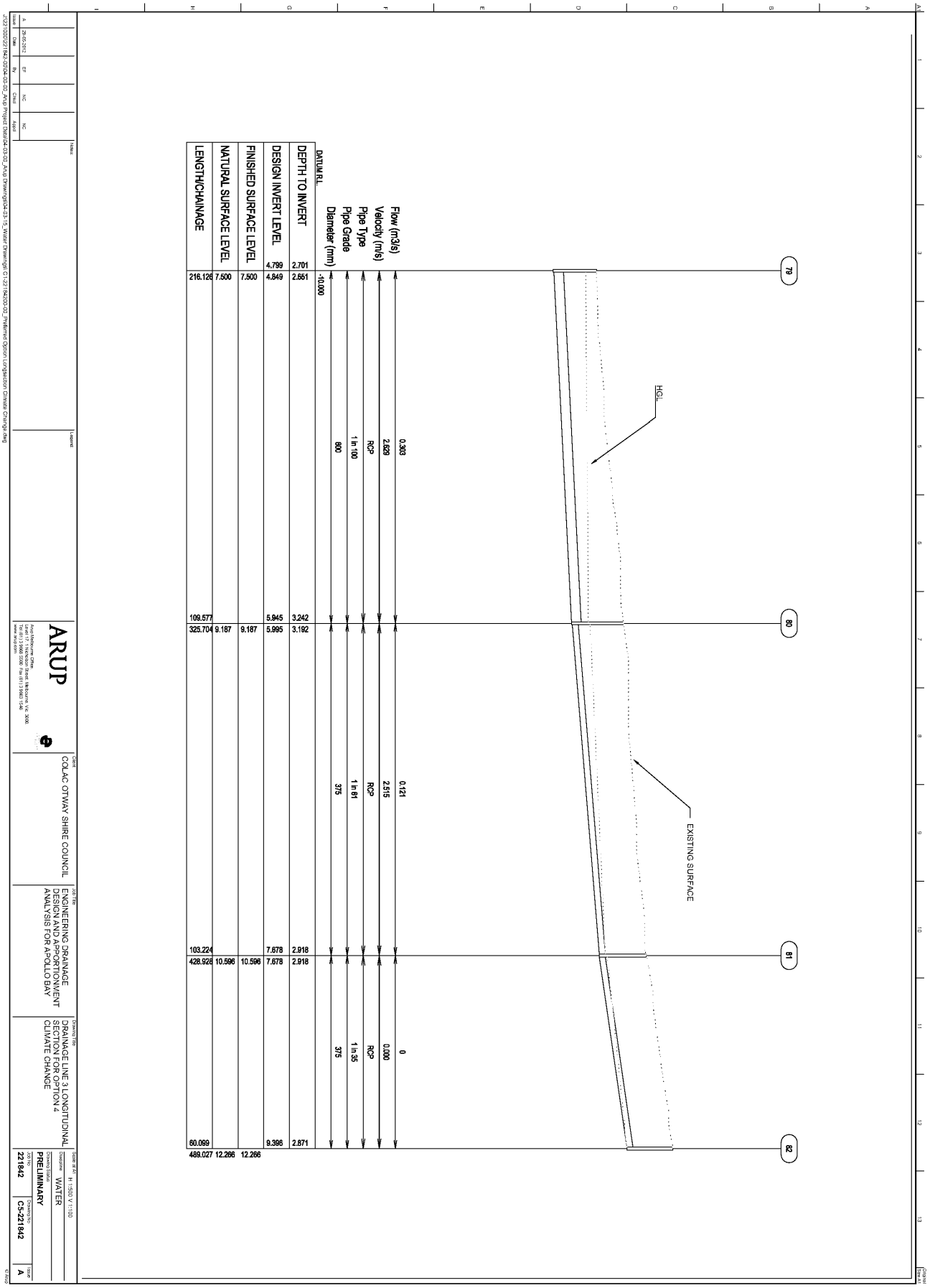

EXISTING SURFACE
HGL
12
13
14
Flow (m3/s)
Velocity (m/s)
Pipe Type
Pipe Grade
Diameter (mm)
DATUM R.L.
DEPTH TO INVERT
DESIGN INVERT LEVEL
FINISHED SURFACE LEVEL
NATURAL SURFACE LEVEL
LENGTH/CHAINAGE
0.13
2.125
RCP
1 in 100
450
2.412
6.588
9.000
9.000
255.827
0
0.000
RCP
1 in 100
375
1.912
7.088
9.000
10.500
394.088
138.261
2.030
8.470
10.500
2.030
8.470
109.314
2.953
9.563
12.517
503.402
12.517
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
DRAINAGE LINE & LONGITUDINAL SECTION FOR OPTION 4
WATER
PRELIMINARY
221842
B10-221842
A
H 1:500 V 1:50

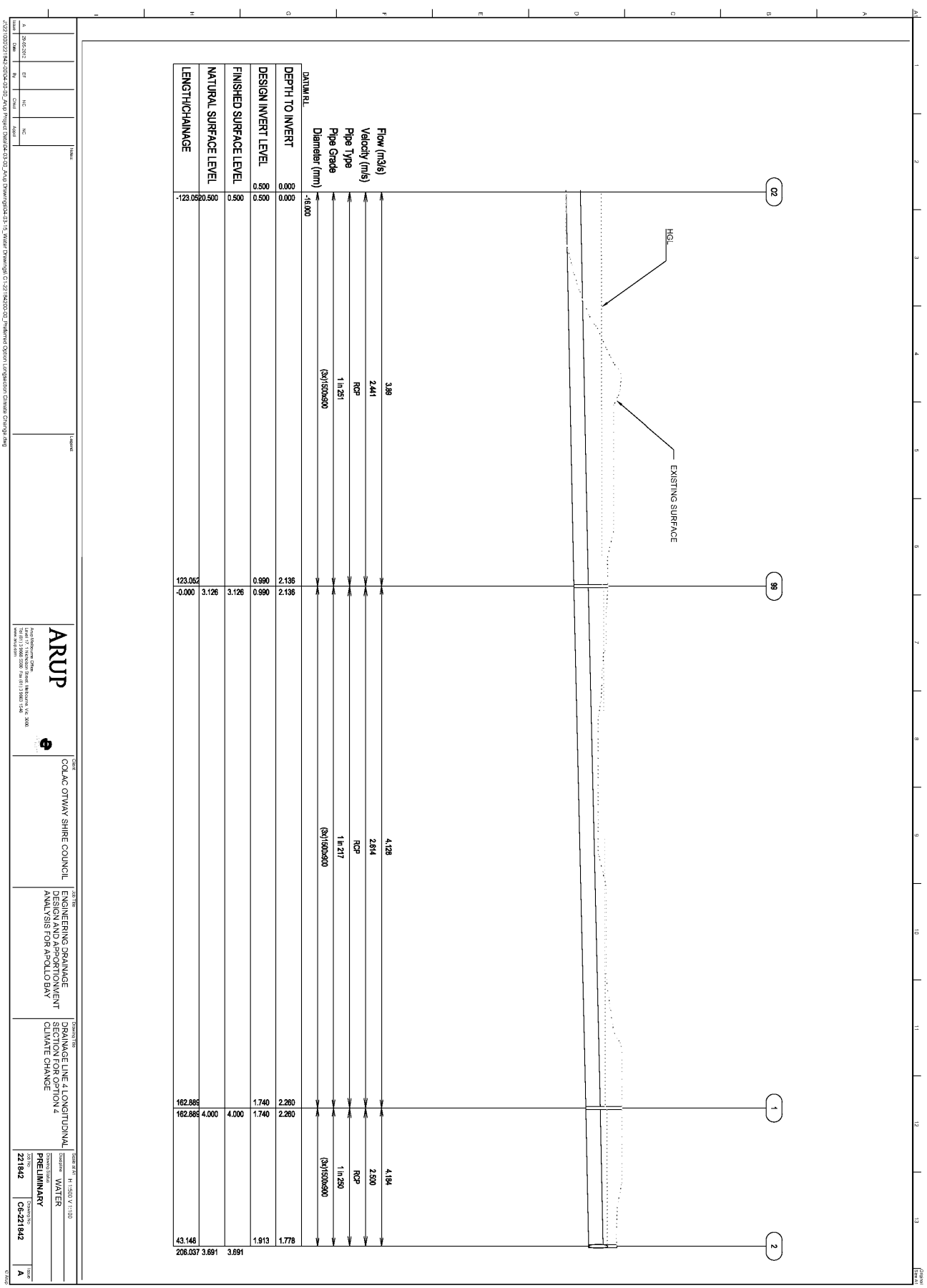

DATUM R.L.
DEPTH TO INVERT
DESIGN INVERT LEVEL
FINISHED SURFACE LEVEL
NATURAL SURFACE LEVEL
LENGTH/CHAINAGE
Flow (m3/s)
Velocity (m/s)
Pipe Type
Pipe Grade
Diameter (mm)
HGL
EXISTING SURFACE
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
DRAINAGE LINE 1 LONGITUDINAL SECTION FOR OPTION 4 CLIMATE CHANGE
WATER
PRELIMINARY
221842
C1-221842
A

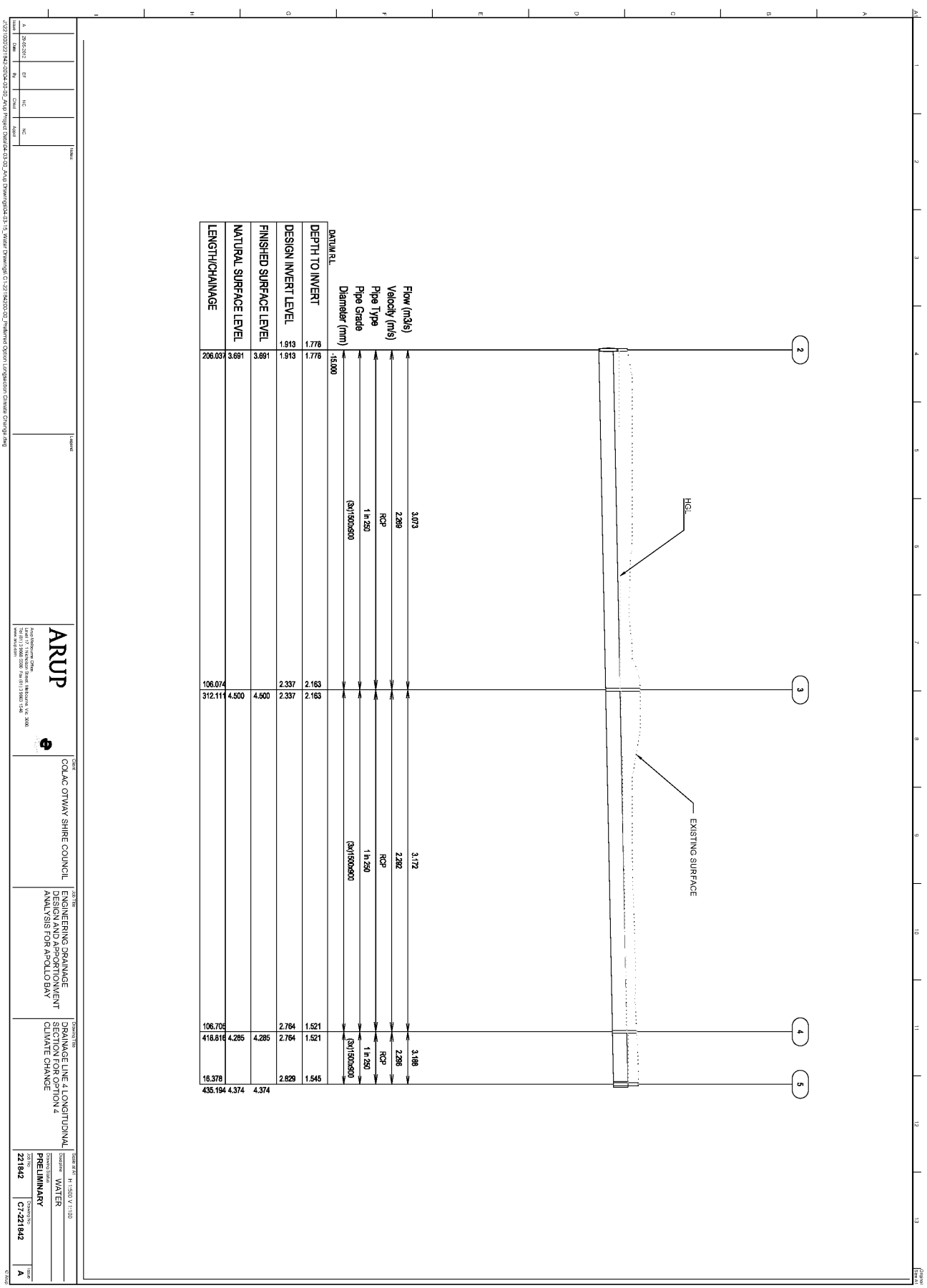

DATUM RL
Diameter (mm)
Pipe Grade
Pipe Type
Velocity (m/s)
Flow (m3/s)
DEPTH TO INVERT
DESIGN INVERT LEVEL
FINISHED SURFACE LEVEL
NATURAL SURFACE LEVEL
LENGTH/CHAINAGE
-12.000
675
1 in 50
RCP
4.745
1.166
2.317
1.744
4.061
4.061
316.585
51.280
675
1 in 50
RCP
4.678
1.088
4.164
2.769
6.933
6.933
367.865
57.437
675
1 in 50
RCP
4.538
0.949
3.164
3.769
8.138
8.138
425.302
94.377
675
1 in 50
RCP
4.439
0.864
2.220
5.918
9.810
9.810
519.679
97.246
525
1 in 50
RCP
2.649
0.122
2.005
7.805
11.703
11.703
616.925
10.503
1.505
8.305
1.453
10.250
1.403
10.300
1.476
10.510
627.428
11.986
11.986
35
40
41
42
43
88
HGL
EXISTING SURFACE
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
DRAINAGE LINE 1 LONGITUDINAL SECTION FOR OPTION 4 CLIMATE CHANGE
WATER
PRELIMINARY
221842
C2-221842
A
H 1:500 V 1:100

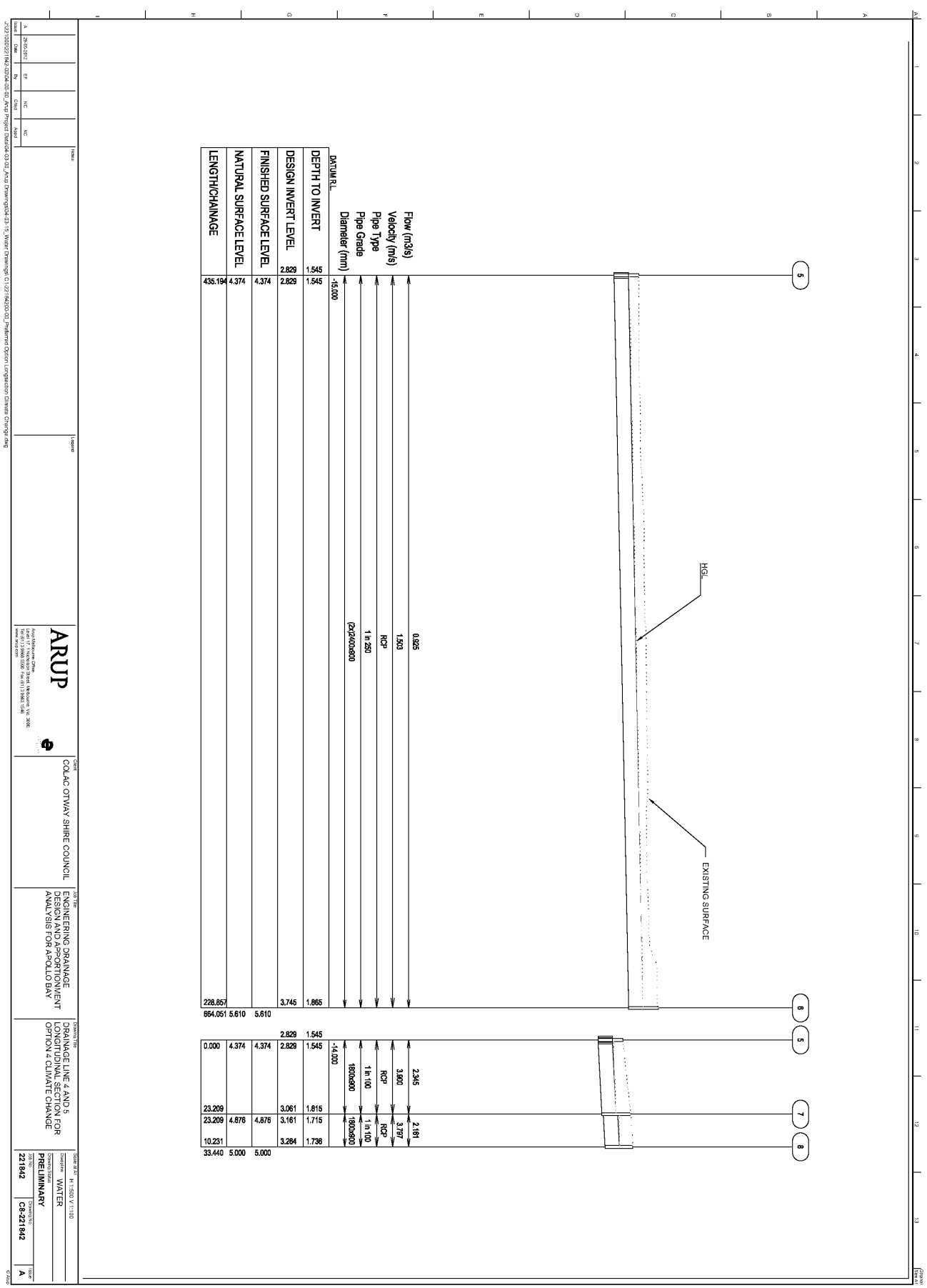

DATUM R.L.
DEPTH TO INVERT
DESIGN INVERT LEVEL
FINISHED SURFACE LEVEL
NATURAL SURFACE LEVEL
LENGTH/CHAINAGE
Pipe Grade
Pipe Type
Velocity (m/s)
Flow (m3/s)
Diameter (mm)
-7.000
10.510 1.476
10.725 1.261
11.986 11.986
11.443 1.261
827.428 11.986 11.986
66.802
694.031 12.704 12.704
450 1 in 80 RCP 1.302 0.021
1.073 2.571
-13.000
1.900 1.743
2.442 3.338
3.643 3.643
0.000 3.643 3.643
54.242
750 1 in 100 RCP 3.870 1.218
2.942 2.838
5.780 5.780
54.242 5.780 5.780
45.914
750 1 in 100 RCP 3.694 1.244
3.902 3.163
7.065 7.065
100.156 7.065 7.065
35.862
375 1 in 100 RCP 2.288 0.25
4.260 3.530
7.790 7.790
136.018 7.790 7.790
4.760 3.030
94.525
375 1 in 100 RCP 2.208 0.152
5.705 3.846
230.543 9.551 9.551
88
89
25
44
45
46
47
HCL
EXISTING SURFACE

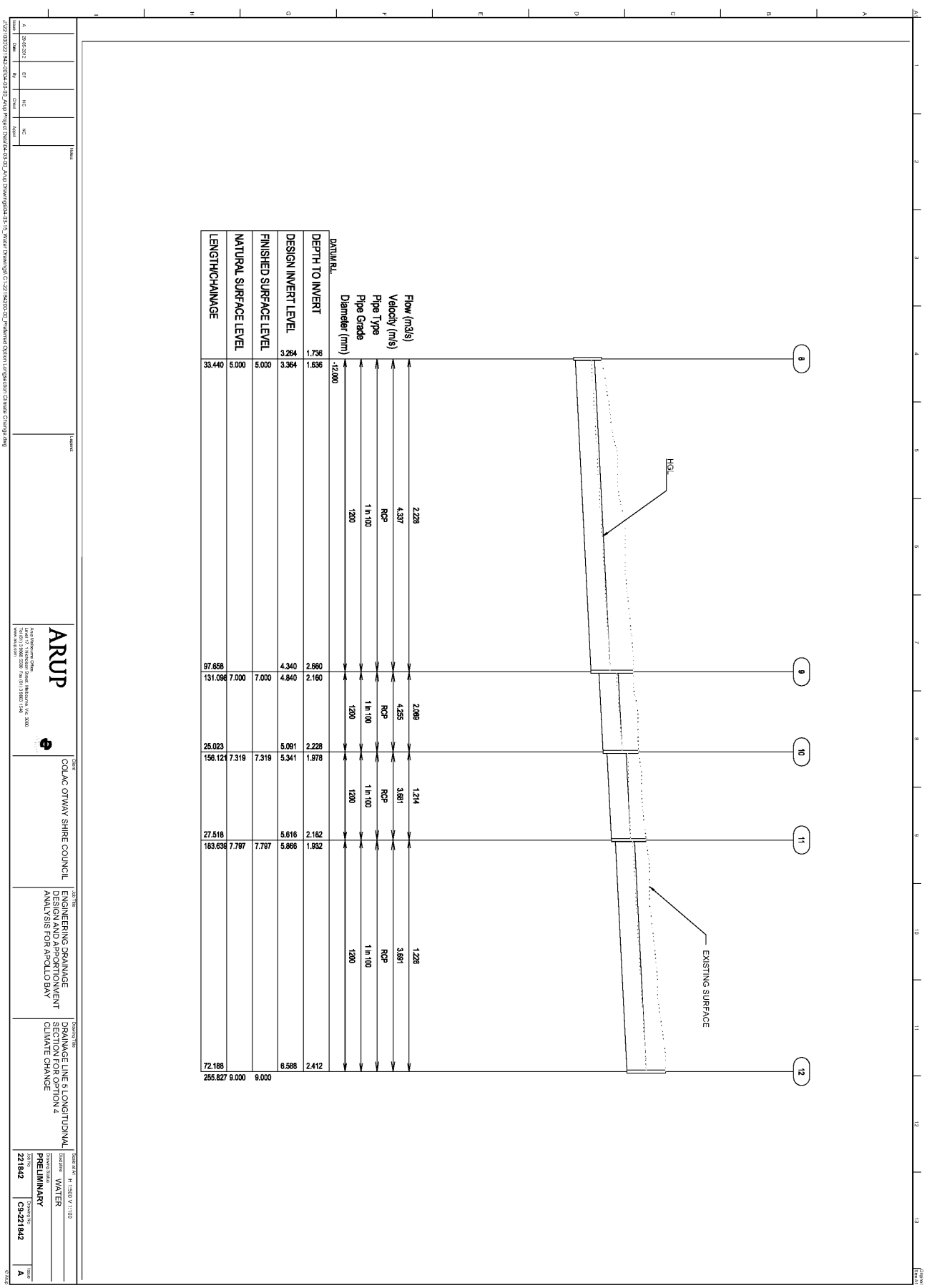

Flow (m3/s)
Velocity (m/s)
Pipe Type
Pipe Grade
Diameter (mm)
DATUM R.L.
DEPTH TO INVERT
DESIGN INVERT LEVEL
FINISHED SURFACE LEVEL
NATURAL SURFACE LEVEL
LENGTH/CHAINAGE
HGL
EXISTING SURFACE
47
48
49
2
72
73
74
75
76
77
78
79
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
DRAINAGE LINE 2 AND 3 LONGITUDINAL SECTION FOR OPTION 4 CLIMATE CHANGE
WATER
PRELIMINARY
221842
C4-221842
A

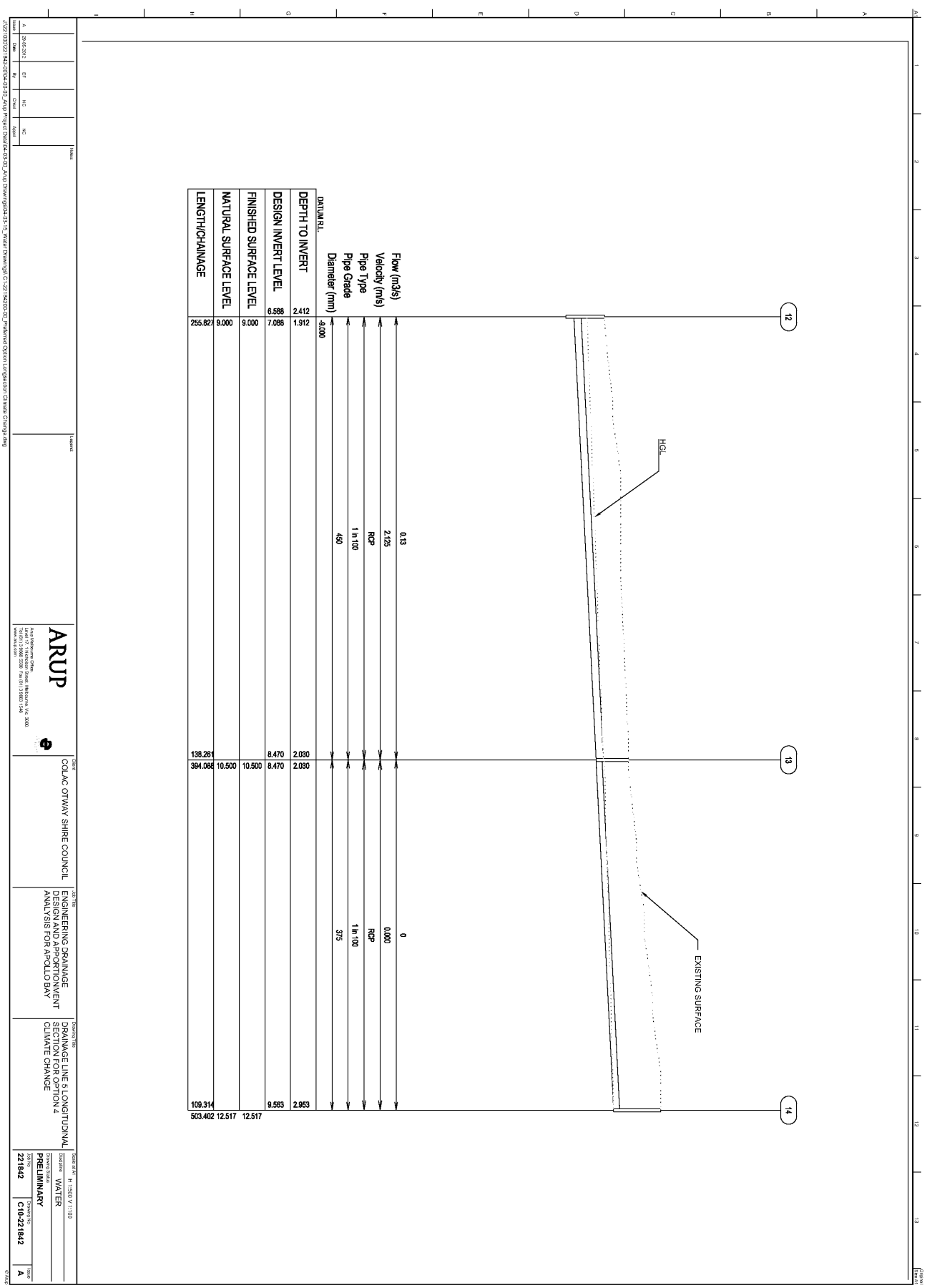

79
80
81
82
HGL
EXISTING SURFACE
Flow (m3/s) 0.303 0.121 0
Velocity (m/s) 2.829 2.515 0.000
Pipe Type RCP RCP RCP
Pipe Grade 1 in 100 1 in 61 1 in 35
Diameter (mm) -10.000 600 375 375
DATUM R.L.
DEPTH TO INVERT 2.701 2.551 3.242 3.192 2.918 2.918 2.871
DESIGN INVERT LEVEL 4.799 4.849 5.945 5.995 7.678 7.678 9.396
FINISHED SURFACE LEVEL 7.500 7.500 9.187 9.187 10.596 10.596 12.266
NATURAL SURFACE LEVEL 7.500 9.187 10.596 12.266
LENGTH/CHAINAGE 216.126 109.577 325.704 103.224 428.928 60.099 489.027
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
DRAINAGE LINE 3 LONGITUDINAL SECTION FOR OPTION 4 CLIMATE CHANGE
WATER
PRELIMINARY
221842
CS-221842
A
H 1:500 V 1:100

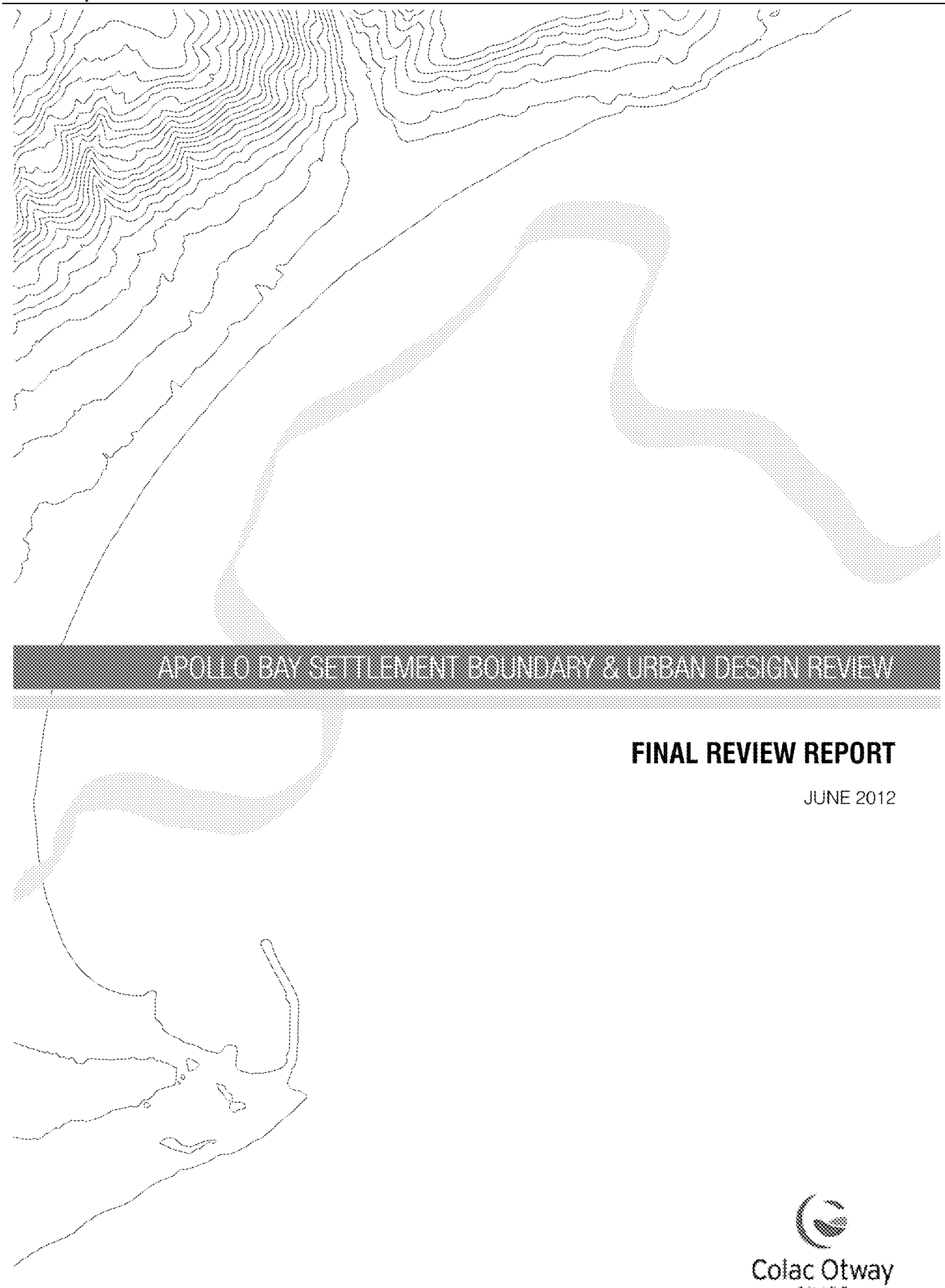

DATUM RL
Diameter (mm)
Pipe Grade
Pipe Type
Velocity (m/s)
Flow (m3/s)
DEPTH TO INVERT
DESIGN INVERT LEVEL
FINISHED SURFACE LEVEL
NATURAL SURFACE LEVEL
LENGTH/CHAINAGE
-16.000
(3x)1500x900
1 in 251
RCP
2.441
3.88
0.000
0.500
0.500
20.500
-123.052
123.052
0.990
3.126
3.126
-0.000
2.136
(3x)1500x900
1 in 217
RCP
2.614
4.128
2.136
0.990
3.126
4.000
162.885
1.740
2.260
(3x)1500x900
1 in 250
RCP
2.500
4.184
2.260
1.740
4.000
4.000
162.885
1.913
1.778
43.148
206.037
3.691
3.691
HGL
EXISTING SURFACE
02
99
1
2
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
DRAINAGE LINE 4 LONGITUDINAL SECTION FOR OPTION 4 CLIMATE CHANGE
WATER
PRELIMINARY
221842
C6-221842
A
H 1:500 V 1:100


LENGTH/CHAINAGE
NATURAL SURFACE LEVEL
FINISHED SURFACE LEVEL
DESIGN INVERT LEVEL
DEPTH TO INVERT
DATUM R.L.
Flow (m3/s)
Velocity (m/s)
Pipe Type
Pipe Grade
Diameter (mm)
206.037 3.691 3.691 1.913 1.913 1.778 1.778 -15.000
106.074 2.337 2.163
312.111 4.500 4.500 2.337 2.163
106.705 2.764 1.521
418.816 4.285 4.285 2.764 1.521
16.378 2.829 1.545
435.194 4.374 4.374
(3x)1500x900
1 in 250
RCP
2.269
3.073
(3x)1500x900
1 in 250
RCP
2.292
3.172
(3x)1500x900
1 in 250
RCP
2.296
3.188
HGL
EXISTING SURFACE
2
3
4
5
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
DRAINAGE LINE 4 LONGITUDINAL SECTION FOR OPTION 4 CLIMATE CHANGE
WATER
PRELIMINARY
221842
C7-221842
A


LENGTH/CHAINAGE
NATURAL SURFACE LEVEL
FINISHED SURFACE LEVEL
DESIGN INVERT LEVEL
DEPTH TO INVERT
DATUM R.L.
Diameter (mm)
Pipe Grade
Pipe Type
Velocity (m/s)
Flow (m3/s)
435.194 4.374 4.374 2.829 1.545 -15.000
(2x)2400x900 1 in 250 RCP 1.503 0.925
228.857 3.745 1.865
664.051 5.610 5.610
0.000 4.374 4.374 2.829 1.545 -14.000
1800x900 1 in 100 RCP 3.900 2.345
23.209 3.061 1.815
23.209 4.876 4.876 3.161 1.715
1800x900 1 in 100 RCP 3.797 2.161
10.231 3.264 1.736
33.440 5.000 5.000
HGL
EXISTING SURFACE
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
DRAINAGE LINE 4 AND 5 LONGITUDINAL SECTION FOR OPTION 4 CLIMATE CHANGE
WATER
PRELIMINARY
221842
C8-221842
A


HGL
EXISTING SURFACE
8
9
10
11
12
Flow (m3/s)
Velocity (m/s)
Pipe Type
Pipe Grade
Diameter (mm)
DATUM RL
DEPTH TO INVERT
DESIGN INVERT LEVEL
FINISHED SURFACE LEVEL
NATURAL SURFACE LEVEL
LENGTH/CHAINAGE
2.228
4.337
RCP
1 in 100
1200
-12.000
1.736
3.264
5.000
5.000
33.440
1.636
3.364
97.658
2.069
4.255
RCP
1 in 100
1200
2.160
4.840
7.000
7.000
131.096
4.340
2.660
25.023
1.214
3.681
RCP
1 in 100
1200
1.978
5.341
7.319
7.319
156.121
5.091
2.228
27.516
1.228
3.691
RCP
1 in 100
1200
1.932
5.866
7.797
7.797
183.636
5.616
2.182
72.188
2.412
6.588
9.000
9.000
255.827
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
DRAINAGE LINE 5 LONGITUDINAL SECTION FOR OPTION 4 CLIMATE CHANGE
WATER
PRELIMINARY
221842
C5-221842
A
H 1:500 V 1:100


DATUM R.L.
DEPTH TO INVERT
DESIGN INVERT LEVEL
FINISHED SURFACE LEVEL
NATURAL SURFACE LEVEL
LENGTH/CHAINAGE
Pipe Grade
Pipe Type
Velocity (m/s)
Flow (m3/s)
-9.000
2.412
6.588
9.000
9.000
255.827
1 in 100
RCP
2.125
0.13
450
1.912
7.088
10.500
10.500
394.088
1 in 100
RCP
2.125
0.000
375
2.030
8.470
138.261
1 in 100
RCP
2.125
0.000
375
2.030
8.470
109.314
1 in 100
RCP
2.125
0
375
2.953
9.563
503.402
12.517
12.517
12
13
14
HGL
EXISTING SURFACE
ARUP
COLAC OTWAY SHIRE COUNCIL
ENGINEERING DRAINAGE DESIGN AND APPORTIONMENT ANALYSIS FOR APOLLO BAY
DRAINAGE LINE 5 LONGITUDINAL SECTION FOR OPTION 4 CLIMATE CHANGE
WATER
PRELIMINARY
221842
C10-221842
A
H 1:500 V 1:100

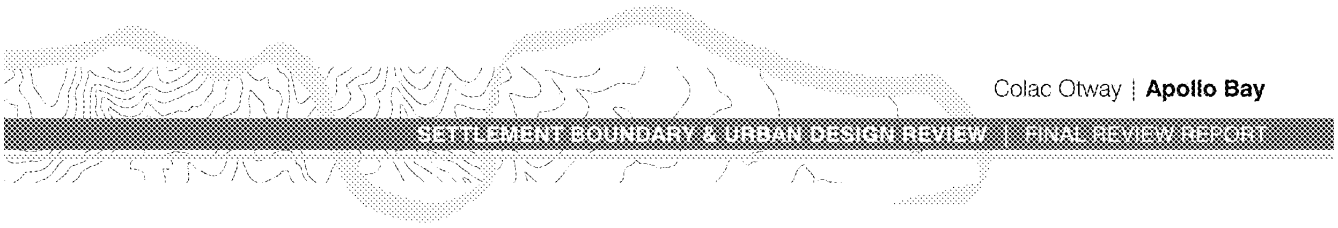


APOLLO BAY SETTLEMENT BOUNDARY & URBAN DESIGN REVIEW

FINAL REVIEW REPORT

JUNE 2012

Colac Otway SHIRE



CONTENTS

introduction **1**

Background to the Review 2

Investigation Areas 2

Review Process 2

A Landscape of National Significance 2

Supply and Demand Assessment 3

Policy framework 3

summary of recommendations 6

Investigation Area Analysis & recommendations **7**

Investigation Area 1 8

Investigation Area 2 12

Investigation Area 3 16

Investigation Area 4 18

Investigation Area 5 20

Urban Design Initiatives **23**

Implementation **33**

Implementation Table 34

Appendix **37**

Appendix A 38

ACCOMPANYING REPORTS:

Apollo Bay Settlement Boundary & Urban Design Review: Background Report

Apollo Bay Settlement Boundary & Urban Design Review: Consultation Report

Apollo Bay Settlement Boundary & Urban Design Review: Capacity Analysis Methodology & Findings, June 2012

Apollo Bay Settlement Boundary Review: Residential, Retail & Industrial Supply and Demand Assessment (Urban Enterprise), March 2012

Review of Land Stability for Investigation Area 3 (A.S.Miner Geotechnical Consulting Engineers), May 2011

1

INTRODUCTION

BACKGROUND TO THE REVIEW

Apollo Bay is one of the few townships along the south-west Victorian coastline that has been designated for future urban growth by State Planning Policy. Other smaller settlements in the Shire and Region are subject to environmental and physical constraints that limit their growth potential. While Apollo Bay is also subject to significant challenges that limit growth potential, there are a small number of areas that have been identified for further investigation.

The *2007 Apollo Bay Structure Plan* identified potential growth areas based on three separate growth scenarios. Key variables in each scenario included the provision of a new water treatment facility and the potential approval of the then proposed Great Ocean Green Development being contemplated under Amendment C29.

One of the scenarios flagged possible future development to the west of Apollo Bay if Great Ocean Green did not proceed, however it was acknowledged that additional strategic work would be required to justify the appropriateness of this option.

The Planning Minister's decision to refuse Amendment C29 and approve the Apollo Bay Structure Plan with additional 'urban development investigation areas' has led to the need for Council to reconsider the validity and strategic justification of development in these potential urban growth areas.

Planisphere has been appointed by the Colac Otway Shire Council to undertake a formal strategic assessment of four investigation areas within Apollo Bay/ Marengo to better understand their potential and suitability to accommodate future residential growth over the next 15 years. Furthermore, the review involves consideration of a possible extension to the retail area of Apollo Bay. It should be noted that this is **not** a review of the *entire* settlement boundary of Apollo Bay or Marengo.

In addition to the review of investigation areas, the *Settlement Boundary & Urban Design Review* provides the opportunity to:

- Review the interface between the current industrial and residential areas.
- Identify urban design initiatives to better integrate infill and new urban growth areas with the existing settlements.

This report aims to provide strategic recommendations for each of the five investigation areas, based on a thorough analysis of all issues and opportunities raised during the *issues analysis* stage of the project.

INVESTIGATION AREAS

There are five specific investigation areas within the scope of the review. These areas are outlined in red on the map on page 4.

The identified areas for review have been specifically identified by the Minister for Planning; determined in part by the Great Ocean Green decision (Amendment C29) and previous recommendations contained in the Apollo Bay Structure Plan 2007.

REVIEW PROCESS

The Review has been undertaken in the following stages:

STAGE 1:	Inception & Issues Overview	*Jan 2011*
STAGE 2:	Supply & Demand Assessment	*Jan-Feb*
STAGE 3:	Consultation on Issues	*Mar-April*
STAGE 4:	Urban Design Initiatives	*Apr-May*
STAGE 5:	Draft Review Report	*Jun-Aug*
STAGE 6:	Consultation on Draft Review Report	*Sept-Oct*
STAGE 7:	Final Review Report	*Nov-Dec*

Additional land supply and demand reviews and finalisation of material was undertaken early in 2012. Consultation was undertaken during Stages 3 and 6 of the Review process. For more details, refer to the accompanying *Apollo Bay Settlement Boundary & Urban Design Review: Consultation Report.*

A LANDSCAPE OF NATIONAL SIGNIFICANCE

Apollo Bay is surrounded by steep sloping hills and the Barham River valley which have been recognised as a landscape of **national** significance and present significant environmental challenges relating to flooding, landslip and potential coastal acid sulfate soils. Whilst there may be some scope for the township to grow, these constraints limit the extent to which this can occur.

It should be noted that national significance is the highest level of significance attributed to areas in the region, and is also applied to the 12 Apostles area, Cape Otway, the coastal landscape between Lorne and Kennett River, and the Bells Beach coastal landscape. Landscape character objectives for Apollo Bay are provided under Schedules 3 and 5 to the *Significant Landscape Overlay* within the Colac Otway Planning Scheme.

The Great Ocean Road and its scenic environs were recently included on Australia's *National Heritage List.* Places included in the National Heritage List are considered to be of national environmental significance and are protected under the Environment Protection and Biodiversity Conservation (EPBC) Act, 1999. Implications of the heritage listing will mean that certain proposals will require closer scrutiny and assessment in order to avoid or minimise any significant impacts on the national heritage values of the Great Ocean Road.

SUPPLY AND DEMAND ASSESSMENT

As part of the review, *Urban Enterprise* was engaged to undertake a residential, retail and industrial supply and demand assessment for Apollo Bay. The assessment is detailed, and has had regard to all sources of land supply including within the established residential areas and the commercial area. In addition to the assessment by *Urban Enterprise*, *Planisphere* also undertook detailed supply calculations for the established and commercial areas. Findings of the assessment conclude that:

- There is currently approximately 14-16 years supply of residential zoned land in the townships of Apollo Bay & Marengo combined. However due to lead times for rezoning, planning, designing, obtaining approvals and constructing subdivision works, the supply will have reduced to 12-14 years by the time new land is available for development. Action needs to be taken in the immediate future, therefore, to ensure an adequate supply of residential land is maintained.
- There is adequate supply of existing business zoned land to accommodate the estimated 2,600m² of retail expansion required to 2025.
- No additional industrial zoned land is needed in Apollo Bay in the next 10 years. Available and readily developable industrial zoned land in Apollo Bay (8 hectares) exceeds the projected demand (2 hectares) to 2026.

The *Residential, Retail & Industrial Supply and Demand Assessment, Urban Enterprise* and the *DDO5 & DDO6 Capacity Analysis Methodology & Findings, Planisphere are* accompanying documents to this report.

POLICY FRAMEWORK

The State and Local Planning Policy Framework provide the strategic basis for which the Review needs to be considered. Key objectives included within the Colac Otway Planning Scheme, and relevant to the Review include:

STATE PLANNING POLICY FRAMEWORK (SPPF)

Supply of urban land

- To ensure a sufficient supply of land is available for residential, commercial, retail, industrial, recreational, institutional and other community uses.

Strategies directed at achieving this include:

- Ensure the ongoing provision of land and supporting infrastructure to support sustainable urban development.
- Plan to accommodate projected population growth over at least a 15 year period and provide clear direction on locations where growth should occur. Residential land supply will be considered on a municipal basis, rather than a town-by-town basis.

Coastal settlement

- To plan for sustainable coastal development.

Protection of habitat

- To assist the protection and conservation of biodiversity, including native vegetation retention and provision of habitats for native plants and animals and control of pest plants and animals.

Native vegetation management

- To achieve a net gain in the extent and quality of native vegetation.

Protection of coastal areas

- To recognise and enhance the value of the coastal areas to the community and ensure sustainable use of natural coastal resources.

Appropriate development of coastal areas

- To ensure development conserves, protects and seeks to enhance coastal biodiversity and ecological values.

The Great Ocean Road Region

- To manage the sustainable development of the Great Ocean Road region.

Environmentally sensitive areas

- To protect and conserve environmentally sensitive areas.

Landscapes

- To protect landscapes and significant open spaces that contribute to character, identity and sustainable environments.

Coastal inundation and erosion

- To plan for and manage the potential coastal impacts of climate change.

Strategies directed at achieving this include:

- Planning for sea level rise of not less than 0.8 metres by 2100.
- Ensure that land subject to coastal hazards are identified and appropriately managed to ensure that future development is not at risk.
- Avoid development in identified coastal hazard areas susceptible to inundation (both river and coastal), erosion, landslip/ landslide, acid sulfate soils, bushfire and geotechnical risk.

Erosion and landslip

- To protect areas prone to erosion, landslip or other land degradation processes.

LOCAL PLANNING POLICY FRAMEWORK (LPPF)

Settlement

- To facilitate the development of the various settlements in the Shire in accordance with the needs of each local community.
- To facilitate a range of developments in an environmentally sensitive way to provide greater residential choice.

Apollo Bay and Marengo

- To develop Apollo Bay as an attractive residential community which provides a high quality environment as a significant tourist centre.
- To retain Apollo Bay, Marengo and Skenes Creek as distinct coastal settlements with their own local character.
- To ensure that the natural beauty of the area is reflected in new development.
- To preserve the seaside village character of Apollo Bay.
- To ensure that change demonstrates a commitment to sustainability and is responsive to the natural environment.

Water

- To protect water catchments.
- To retain and improve water quality and water yield.

Vegetation

- To protect and manage remnant native vegetation communities.

Erosion

- To ensure that use and development has regard to the potential for landslip.
- To ensure that in areas where a risk of landslip is identified, all new buildings and works do not increase the possibility of landslip on the land or surrounding land.
- To manage landslip risk especially along the coastal areas.

Flooding

- To minimise environmental hazards.

Climate Change

- To ensure that coastal planning considers and responds to the forecast impacts of climate change.

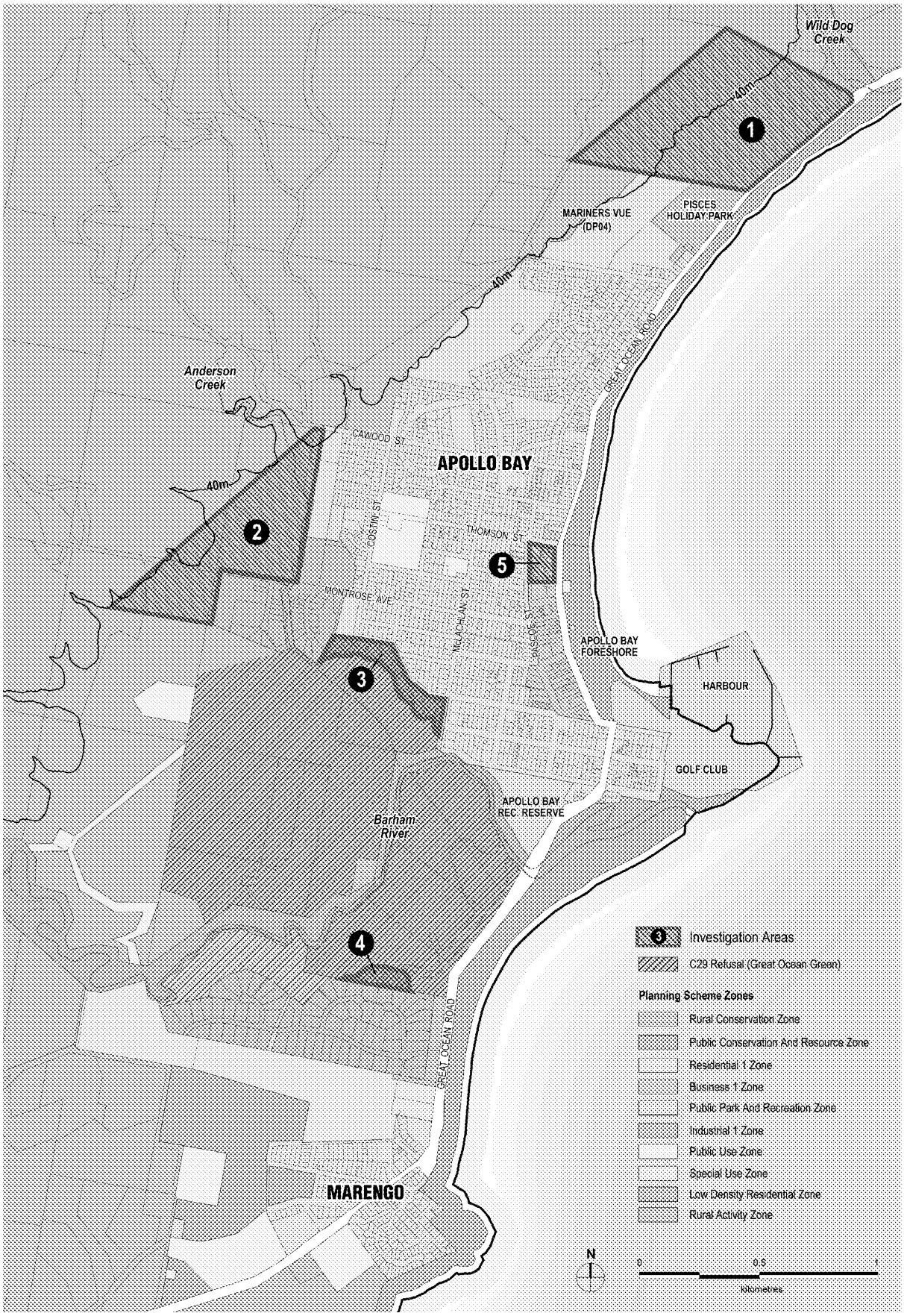
Landscape Character

- To retain the open and rural character of views and outlooks, particularly from main road corridors.
- To maintain the dominance of the natural landscape when viewed from main road corridors and tourist routes outside townships.
- To protect the variety of landscape features and landmarks of the precincts identified in the GORRLAS.
- To increase indigenous planting in the Landscape precincts to further emphasise natural features such as creeks.
- To protect ridgelines from inappropriate development and vegetation removal.

Cultural Heritage

- To protect places and areas of cultural heritage significance and encourage development and adaptation where appropriate that does not detract from their significance.

A number of other polices, strategies and studies have been considered in the strategic assessment of the five investigation areas. These are summarised in the accompanying *Apollo Bay Settlement Boundary & Urban Design Review: Background Report*.


Wild Dog Creek
40m
1
MARINERS VUE (DP04)
PISCES HOLIDAY PARK
GREAT OCEAN ROAD
Anderson Creek
CAWOOD ST
APOLLO BAY
40m
2
COSTIN ST
THOMSON ST
5
MONTROSE AVE
McLACHLAN ST
PASCOE ST
APOLLO BAY FORESHORE
HARBOUR
3
GOLF CLUB
APOLLO BAY REC. RESERVE
Barham River
4
GREAT OCEAN ROAD
MARENGO
3 Investigation Areas
C29 Refusal (Great Ocean Green)
Planning Scheme Zones
Rural Conservation Zone
Public Conservation And Resource Zone
Residential 1 Zone
Business 1 Zone
Public Park And Recreation Zone
Industrial 1 Zone
Public Use Zone
Special Use Zone
Low Density Residential Zone
Rural Activity Zone
N
0
0.5
1
Kilometres

SUMMARY OF RECOMMENDATIONS

The analysis contained in the following chapter provides a detailed strategic assessment of the five identified investigation areas within Apollo Bay/ Marengo to better understand their potential and suitability to accommodate future urban growth over the next 15 years. In undertaking the analysis it is important to recognise the State planning objectives for Apollo Bay as one of only a limited number of areas along the Great Ocean Road that can accommodate any growth, and to balance this with the State and National recognition of the significance of the landscape in which it sits.

The conclusion of the analysis is that of the five investigation areas, only one has the potential to accommodate residential growth of any consequence to the future of the township. This area of land, Area 1, is considered to have potential to accommodate some growth, provided that the subdivision and development is sensitively designed to reflect the area's prominent location within a highly significant landscape. All other areas have significant constraints due to land instability, flooding, size and/or access.

A summary of the recommendations for each of the five investigation areas follows. For more detail, refer to the analysis contained in the following chapter.

Investigation Area 1

Investigation Area 1 is located to the north-east of the Apollo Bay township between the Pisces Holiday Park/ Mariners Vue and Wild Dog Creek. The Review process determined that the area of land situated below the 40m contour line within Investigation Area 1 **should** be favourably considered for rezoning to Residential 1 Zone (R1Z) to accommodate residential growth as needs are determined, and subject to appropriate conditions and design guidelines.

Investigation Area 2

Investigation Area 2 is located to the west of the Apollo Bay Industrial Estate and extends in a westerly direction up to the 40m contour line (approx.). The Review process determined that Investigation Area 2 **should not** be considered for rezoning to accommodate residential growth, aside from a small area located at the northern end, on the eastern side of Anderson Creek.

This small triangle of land situated between Cawood Street and Anderson Creek (abutting the existing Residential 1 Zone) could be considered for rezoning to Residential 1 Zone in the longer term, subject to further analysis.

In additional, potential options for restructure/ rezoning *surrounding* Area 2 could be explored in order to improve the interface between existing residential and industrial land.

The feasibility of providing a new vehicular/ pedestrian connection between Cawood Street and Montrose Avenue along Anderson Creek (and linking through to Woodlands Avenue and Park Avenue) could also be explored.

Investigation Area 3

Investigation Area 3 is located to the south of the Apollo Bay settlement boundary, immediately adjacent to Seymour Crescent and the Barham River floodplain. The Review process determined that Investigation Area 3 **should not** be considered for rezoning to accommodate residential growth.

Investigation Area 4

Investigation Area 4 is situated to the north of the Marengo settlement boundary, between the low-density residential area and the Barham River. The Review process determined that Investigation Area 4 **should not** be considered for rezoning to accommodate residential growth.

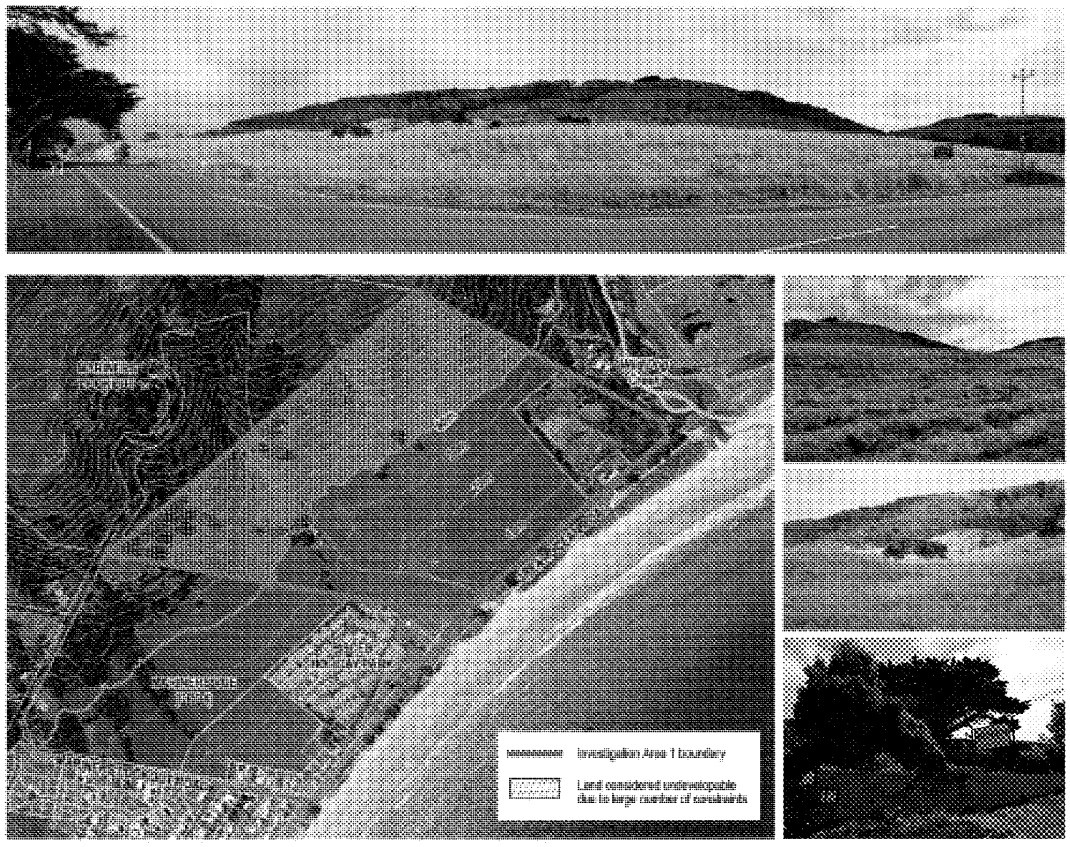
Investigation Area 5

Investigation Area 5 is located within the town centre of Apollo Bay, in the block defined by Pascoe Street to the south, Thomson Street to the north, The Great Ocean Road to the east and Hardy Street to the west. The Review process determined that Investigation Area 5 **should not** be considered for rezoning to accommodate retail/commercial growth over the next 15 years.

2

INVESTIGATION AREA ANALYSIS & RECOMMENDATIONS

INVESTIGATION AREA 1



AREA DESCRIPTION

Investigation Area 1 is located to the north-east of the Apollo Bay township between the Pisces Holiday Park / Mariners Vue and Wild Dog Creek. It should be noted that while the boundary of the investigation area extends up to the 100m contour line (approx.), all land above the 40m contour is considered undevelopable due to the large number of constraints; as discussed in the following analysis.

LAND OWNERSHIP/ SIZE

The investigation area extends across four property titles totalling approximately 418,000m^2. The area of land situated below the 40m contour is approximately 227,000m^2 in size.

RATIONALE FOR INVESTIGATION

This area was identified in the 2007 Structure Plan (in growth scenarios 2 & 3) as having the potential for *'future non-urban tourist accommodation development'* subject to a specific set of criteria.

A proposal for development of the site is imminent and it is timely to make a re-assessment of the potential for the site to accommodate any other form of residential development having regard to the south-west coastline's limited growth potential, in order to prepare for any development application.

ZONING & OVERLAYS

The area is currently zoned *Rural Conservation*. Three overlays apply to the site including:

SLO3 & 5 – Schedule 3 (*Apollo Bay Coastal Valley and Hills Precinct)* and Schedule 5 (*Apollo Bay Landscape Precinct)* to the Significant Landscape Overlay apply to the area, above and below the 40m contour line respectively. The overlay aims to protect the character and significance of the natural landscape by controlling development in the area. The coastal valleys and hills surrounding the township of Apollo Bay have been recognised as a landscape of national significance.

SLO5 – Schedule 5 to the Significant Landscape Overlay- *Apollo Bay Landscape Precinct* applies to the area below the 40m contour line. The overlay aims to protect the character and significance of the natural landscape by controlling development in the area. The coastal valleys and hills surrounding the township of Apollo Bay have been recognised as a landscape of national significance.

EMO1 – Schedule 1 to the Erosion Management Overlay aims to protect areas prone to erosion, landslip or other land degradation processes by limiting land disturbances.

HO14 – The parcel of land (and associated building) located at 6250 Great Ocean Road is covered by a Heritage Overlay. The aim of the Heritage Overlay is to conserve specifically identified heritage places. Located on the site is the Apollo Bay Submarine Cable Station Museum built in 1936. The Museum is operated by the Apollo Bay and District Historical Society Inc.

EXISTING CONDITIONS

LAND USE	The area is predominantly grassed paddocks which are currently used for grazing. The site has been extensively modified through past activities. A dwelling with associated sheds and outbuildings is located on the southern parcel of land at the base of the foothills. The dwelling is situated on the 40m contour line, below the break of slope. A cluster of other buildings are located on the properties to the north-east, including an old submarine Cable Station (now used as a museum) and a residence.
VEGETATION	Vegetation on the site is limited to a small number of screening trees and wind break planting around an existing dwelling. There are a number of scattered trees and planted, native vegetation in the north-east corner around a large dam.
LAND FORM	The site rises gently from the Great Ocean Road to approximately the 40m contour and then steeply, at a grade of approximately 1 in 4, to the western extremity of the site area. The 40m contour line runs very close to a clear break of slope on the site. Some land slippage has occurred beyond the 40m contour. Several drainage lines traverse the investigation area.
VISIBILITY	The rear more steeply sloping part of the site is highly visible from the Great Ocean Road and beach areas. Topography (existing clay mounds) provides a natural screen of much of the area of land below the 40m contour, when viewed from the Great Ocean Road. This lower area is not highly visible from Mariners Lookout Road or the lookout itself. Long distance views from the Apollo Bay Harbour partially capture the area, in particular the areas above the break of slope.
ACCESS	Car access to the area is provided directly off the Great Ocean Road. A recently completed granitic sand pedestrian pathway connects the area to the town centre along the foreshore. The area is approximately 2km from the town centre of Apollo Bay.
INTERFACE	The area is immediately adjacent to Mariners Vue - a site earmarked for future residential development. Wild Dog Creek forms a natural boundary to the north-east.

SITE ANALYSIS

The area of land above the 40m contour is at risk of further land slippage given the steep nature of the site and land instability beyond the break of slope. As a result, development would be inappropriate and yield (number of dwellings that could potentially be accommodated in the area) would be limited. This area is however the largest of the investigation areas (418,000m^2 or 41.8 ha). In total, an area of approximately 227,000m^2 is located below the 40m contour.

Additional environmental constraints include the potential presence of acid sulfate soils, risk of flooding (adjacent to Wild Dog Creek) and weed invasion.

A coastal hazard vulnerability assessment may be required to consider factors such as sea level rise, storm tide and surge, coastal processes, river inundation and local topography and geology. It is possible that the north-east corner of the area may be partially inundated by the year 2100 from a 100 year ARI storm tide.

Potential development of Area 1 would add to the elongation of the Apollo Bay township, which was discouraged in the Structure Plan and has been discouraged in recent coastal policy in order to better consolidate urban areas along the coast for protection of visual landscape, environmental sensitivity, accessibility and sustainability reasons. It is recognised, however, that the natural entry into Apollo Bay is largely defined by the avenue of cypress pines and Wild Dog Creek, located adjacent to the investigation area.

A recently completed granitic sand pedestrian pathway connects the area to the town centre; however access across the Great Ocean Road to the foreshore path is not particularly safe.

Despite the above issues, parts of the area have relatively few constraints when compared with other areas around Apollo Bay. Some of the issues require further investigation and others can possibly be managed through the approval process. It is noted that utility services are available to the area along the Great Ocean Road.

The possibility of establishing a pedestrian route around the back of the township was canvassed in the 2007 Apollo Bay Structure Plan, and is being investigated further as part of the *Barwon South West Regional Trails Masterplan*, currently in progress. The development of this area provides the potential to obtain land for this link.

The land supply and demand assessment undertaken as part of the Review identified that there is approximately 14-

16 years of supply of residential zoned land in the townships of Apollo Bay & Marengo combined. Due to the lead time involved in preparing land for redevelopment (rezoning, design, approvals, construction) the estimated supply of zoned land will have reduced to 12-14 years once any land recommended for rezoning now, is available for housing development. The assessment states:

> *'Action will need to be taken in the immediate future to ensure that an adequate supply of residential land is maintained into the future, given the time involved in obtaining approval for rezoning of land and in subsequently subdividing the land.'*

RECOMMENDATION

The area of land situated below the 40m contour line within Investigation Area 1 **should** be favourably considered for rezoning to Residential 1 Zone (R1Z) to accommodate residential growth as needs are determined, and subject to appropriate use and development controls, conditions and guidelines.

Rationale:

- Apollo Bay is one of the few townships along the south-west Victorian coastline that has been designated for future urban growth by State Planning Policy. The land supply and demand assessment undertaken as part of this review identified that additional land is needed to accommodate the projected housing needs of the township within the 15 year timeframe. Having regard for underlying growth in population and households, and also having regard for the fact that the Great Ocean Green subdivision (planned 537 allotments) did not proceed, it is evident that Investigation Area 1 should be favourably considered for its potential role in providing a share of the required land to meet residential demand over the next 15 years.
- It has been determined that Area 1 has fewer constraints than all other potential growth areas within Apollo Bay/ Marengo.
- Topography provides a natural screen of much of the developable land when viewed from the Great Ocean Road and the township. Provided appropriate guidelines are followed, well designed development will not have a detrimental visual impact on the landscape values of the area.
- The majority of the land is cleared and highly modified, and the land has low agricultural value.
- Area 1 is located at the natural town entry defined by the avenue of cypress pines and Wild Dog Creek. Development of this area would provide a seamless continuation of the township adjacent to Mariners Vue, with Wild Dog Creek forming a natural boundary to the township.
- The development of this area provides the opportunity to revegetate the hillslopes to improve the landscape backdrop of the foothills and aid in stabilising the land, particularly above the 40m contour.
- The majority of the land is not subject to flooding or the impact of sea level rise. Opportunity exists to utilise the low-lying area at the north-east corner for detention and treatment of stormwater, as part of any development of the area.
- The development of this area provides the opportunity to enhance habitat links and biodiversity.
- The development of this area provides the potential to obtain land for the establishment of a pedestrian pathway to loop around the back of the township.
- As part of any development, the area will require a new water supply tank and booster pumping system, to be developer/ owner funded. There is currently sewer upgrade works planned downstream of Area 1 and it is likely that this area can be catered for by this upgrade, however further investigation will need to be conducted closer to the time of development. Any upgrades of the sewer system will be undertaken by Barwon Water as required.

Rezoning **should not** occur on the land located above the 40m contour, on the basis that:

- Land above the 40m contour is subject to land slippage and erosion, severely limiting development suitability.
- Land above the 40m contour is highly visible from the Great Ocean Road and from other parts of the Apollo Bay township. It is considered that any development above the 40m contour would detract from the scenic landscape values of the Great Ocean Road environs and Apollo Bay.
- Patches of remnant wet forest remain on the western edge of the investigation area, above the 40m contour.
- Land above the 40m contour rises too steeply to be developed using conventional construction techniques.

ADDITIONAL CONTROLS / CONDITIONS

Prior to any development of Area 1, a thorough assessment of the site's characteristics must be undertaken to confirm land capabilities, opportunities and constraints. All assessments must be undertaken in consultation with relevant stakeholders and management groups such as Barwon Water, Corangamite Catchment Water Authority, Department of Sustainability and Environment etc. Relevant assessments should address in detail the following:

- *Geology, landform and formative geomorphic processes*
- *Coastal hazard vulnerability/ flooding/ sea level rise*

- *Traffic, access and infrastructure, including linkages with the adjoining Mariner's Vue subdivision, pedestrian access and linkages*
- *Public open space provision*
- *Service availability (water, sewerage, electricity, gas, telecommunications)*
- *Stormwater management*
- *Flora and fauna*
- *Weed invasion*
- *Archaeology and Cultural Heritage*
- *Visual impact*
- *Potential presence of acid sulfate soils*

Referral

The Great Ocean Road and its scenic environs were included on the National Heritage List on the 7th April 2011. Places included in the National Heritage List are considered to be matters of national environmental significance and are protected under the Environment Protection and Biodiversity Conservation (EPBC) Act, 1999. Implications of the heritage listing will mean that certain proposed use and development will require closer scrutiny and assessment in order to avoid or minimise significant impacts on the heritage values of the Great Ocean Road. Specific activities that may require referral to the Commonwealth Environment Minister include new large scale residential subdivision (if within listed boundary or within sight of road and lookouts).

IMPLEMENTATION RECOMMENDATIONS

Planning Scheme

Subject to a satisfactory outcome from the technical assessments provided by the land owner and further details regarding any proposed developments:

- Rezone Investigation Area 1 (in part, below the 40m contour) from Rural Conservation Zone (RCZ) to Residential 1 Zone (R1Z).
- Implement a Development Plan Overlay (DPO) preferably with an approved Development Plan to ensure that development of the area is undertaken in a sustainable and sensitive manner and in accordance with the Design Guidelines.
- Revise Schedule 4 to the Development Plan Overlay (Mariners Vue) to allow revision of the Framework Plan.
- Consider introduction of a Design and Development Overlay to implement the Design Guidelines.

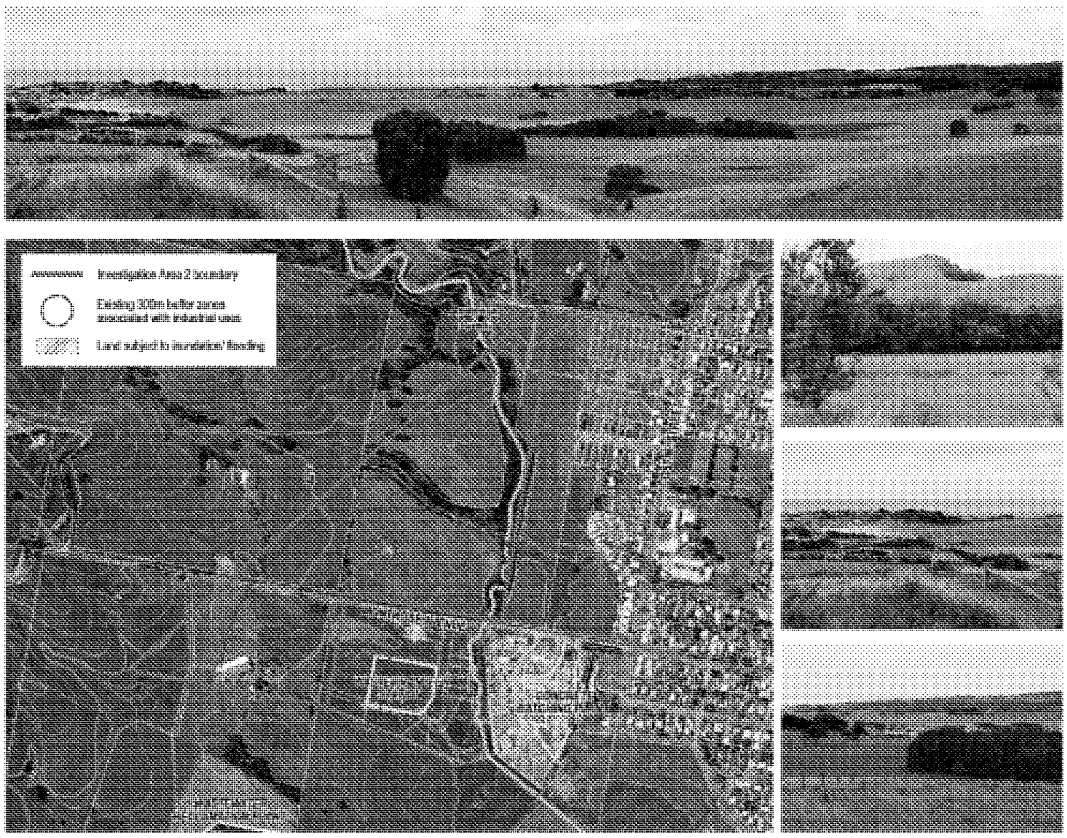
Design Guidelines

Design Guidelines have been developed to guide appropriate subdivision design and development of built form within Area 1 (Refer to Appendix A: *Design Guidelines for Investigation Area 1*). These guidelines will be utilised to form requirements in any DPO or assessment of any development proposal. The guidelines cover a number of topics, including:

- Landscape Setting/ Environment
- Lots Size & Site Coverage
- Siting
- Building Form & Height
- Materials & Design Detail
- Private Realm Landscaping & Vegetation
- Vehicular & Pedestrian Access
- Public Open Space

The Guidelines are underpinned by the principles of environmental sustainable design (ESD).

INVESTIGATION AREA 2



AREA DESCRIPTION

Investigation Area 2 is located to the west of the Apollo Bay settlement boundary. The western boundary of the investigation area is assumed to have been based roughly on the location of the 40m contour line.

LAND OWNERSHIP/ SIZE

The area extends across eight property titles all in private ownership totalling approximately 276,000m^2 (27.6 ha) in area.

RATIONALE FOR INVESTIGATION

This general area was identified in the 2007 Structure Plan (in Growth Scenario 2) as a potential growth area 'following a 50% take up of the Mariners Vue site'.

It was subsequently identified by the Minister for Planning as an 'urban development investigation area' as part of the planning scheme amendment process to implement the 2007 Apollo Bay Structure Plan (Amendment C55).

ZONING & OVERLAYS

The area is currently zoned *Rural Conservation*. Three overlays apply to the site including:

SLO3 – Schedule 3 to the Significant Landscape Overlay- *Apollo Bay Coastal Valley and Hills Precinct* applies to the area. The overlay aims to protect the character and significance of the natural landscape by controlling development in the area. The coastal valleys and hills surrounding the township of Apollo Bay have been recognised as a landscape of national significance.

LSIO – The Land Subject to Inundation Overlay aims to identify and protect those areas that are subject to inundation/ flooding.

EMO1 – Schedule 1 to the Erosion Management Overlay aims to protect areas prone to erosion, landslip or other land degradation processes by limiting land disturbances.

EXISTING CONDITIONS

LAND USE	The area is predominantly cleared rural land. Two residential dwellings are located in the area; one to the north of Montrose Avenue and one to the south. A large horse shed is situated on the property to the south.
VEGETATION	Vegetation in the area consists mostly of wind break/ buffer planting along property boundaries. Large stands of vegetation are concentrated alongside the creek line.
LAND FORM	Land form is undulating, generally sloping down from the 40m contour line towards the creek line.
VISIBILITY	The area is not highly visible from the Great Ocean Road. Large sheds located in the industrial area to the east can be seen from Barham Valley Road, particularly where vegetation screening has not been established.
ACCESS	Road access is available via Montrose Avenue, which is unsealed towards the west. Access is also available via Cawood Street to the north. The area is approximately 1km from the town centre of Apollo Bay.
INTERFACE	The area is located adjacent to an existing urban subdivision. The break of slope (along the 40 m contour) generally forms the western extent of the investigation area. The south-eastern edge is bounded by the Apollo Bay industrial estate.

SITE ANALYSIS

Given the undulating nature and steep fall of the land to the west, access opportunities and potential development yield (number of dwellings that could potentially be accommodated in the area) would be limited. The close proximity to Anderson Creek and numerous drainage lines limits residential development opportunities on the area of land subject to inundation. Recent heavy rainfalls have subjected the area around the creek and industrial estate to flooding outside of the predicted flow paths.

Additional environmental constraints include land instability, the potential presence of acid sulfate soils and weed invasion. Pedestrian access to the area is limited to walking alongside the road.

Existing industrial zoned land in Apollo Bay is concentrated in the one area of the township, adjacent to Investigation Area 2. The appropriateness of residential development in the areas abutting the industrial estate is questionable. A 300m buffer zone is required around existing industrial land uses located within the industrial estate, significantly limiting residential development opportunities (see map).

The land supply and demand assessment undertaken as part of the review identifies that *'no additional industrial zoned land is needed in Apollo Bay in the next 10 years'* and that *'available industrial zoned land in Apollo Bay (8 hectares) exceeds the projected demand (2 hectares) to 2026.'*

RECOMMENDATION

Investigation Area 2 **should not** be considered for rezoning to accommodate residential growth (aside from a small area located at the northern end) on the basis that:

- A high proportion of the investigation area is subject to flooding, substantially limiting the area of land available for development.
- The slope of the land and apparent land instability issues limits potential development suitability and yield.
- Vehicular and pedestrian access to the area is limited.
- Buffer zones associated with adjacent industrial land uses significantly limit the area of land available for residential development.
- The area cannot be serviced through the existing water supply network due to its high elevation and location.

Consideration of the options for this investigation area has raised the possibility that the small triangle of land situated between Cawood Street and Anderson Creek (abutting the existing Residential 1 Zone) could be considered for rezoning to Residential 1 Zone in the longer term, subject to further analysis.

A small part of this land is subject to inundation, and the land would require geotechnical assessment to ensure stability. Should investigations indicate that the land is stable and developable; the Council may consider a future rezoning of this land for residential purposes. This may facilitate the provision of a vehicular/pedestrian connection between Cawood Street and Montrose Avenue (and linking through to Woodlands Avenue and Park Avenue) to assist in better traffic management within the township, access to the area of open space located off Park Ave and landscaping of the creek environs. The feasibility of providing this link should be further explored.

ADDITIONAL RECOMMENDATIONS

Review of Residential/ Industrial Interface

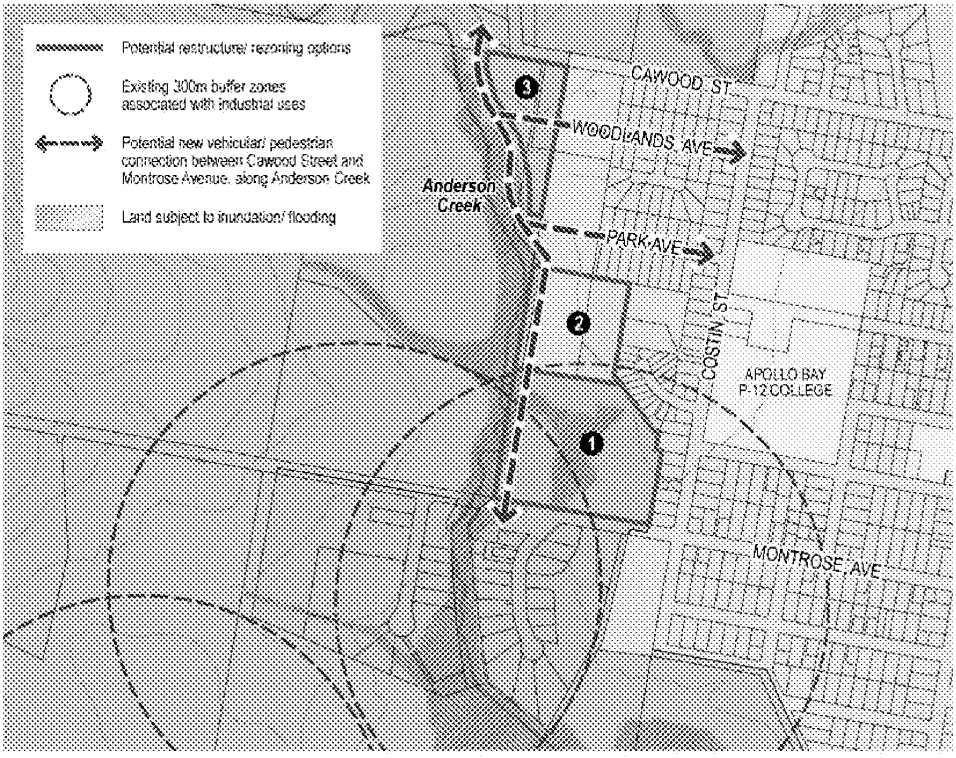
In addition to the review of investigation areas, the *Settlement Boundary & Urban Design Review* provides the opportunity to review the interface between the existing residential and industrial areas surrounding Area 2.

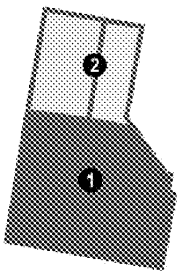
There may be scope to consider a restructure of the current zoning to address existing interface issues, as well as the oversupply of industrial zoned land, and the lack of available access to the existing area of public open space. This could be achieved through potential land swap arrangements, or through back-zoning.

Potential options for restructure/ rezoning *(as illustrated and detailed on the map on the following page)* include:

- Potential rezoning of existing Industrial 1 Zoned (IN1Z) land north of Montrose Avenue to Industrial 3 Zone (IN3Z). *Total area of 42,400m² or approx 4.2 hectares.*
- Potential land swap between the area of land zoned Public Park and Recreation (PPRZ), and the portion of Residential 1 Zoned (R1Z) land to the west.

POTENTIAL RESTRUCTURE/ REZONING OPTIONS FOR LAND SURROUNDING AREA 2





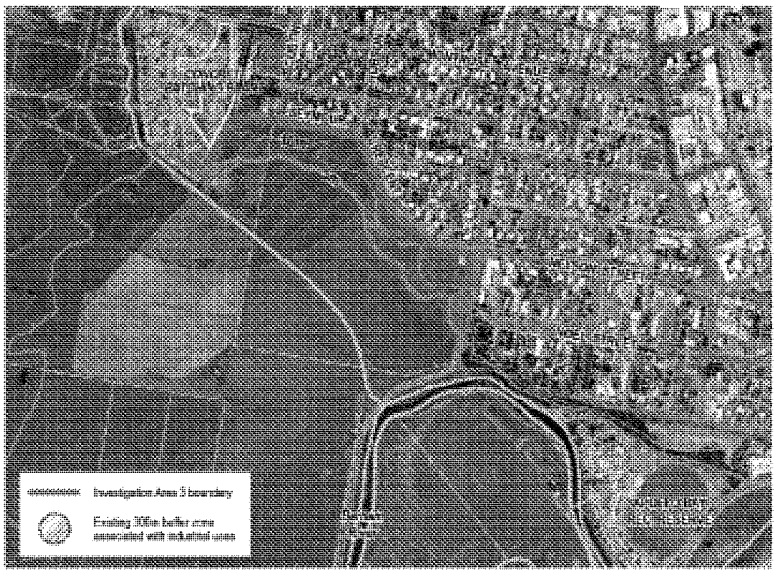
1. Potential rezoning of existing Industrial 1 Zoned land north of Montrose Avenue to Industrial 3 Zone. This will provide a more appropriate buffer between existing industrial activities and residential properties situated to the west of Costin Street. The purpose of the Industrial 3 Zone is to allow for industries and associated uses that are compatible with the nearby community. The Industrial 3 Zone is similar to the Industrial 1 Zone, however it provides the scope to put conditions on the land to limit hours of operation and noise generation etc, in order to protect the amenity of surrounding residential areas.

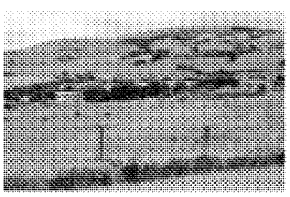
2. This area offers the opportunity for a potential land swap between existing Residential 1 Zoned land and the area of land zoned Public Park and Recreation. The existing area of public open space is underutilised and largely inaccessible (due to the area being landlocked), and access is only provided via a small laneway off Park Avenue.

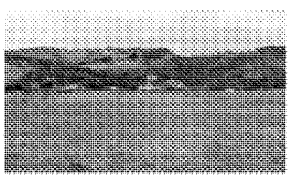
   This potential land swap, in combination with a new vehicular/ pedestrian connection along Anderson Creek (and connecting through to Woodlands and Park Avenue), would provide a more widely accessible area of public open space to cater for the community as a neighbourhood park. Throughout consultation, many concerns were raised by the community over the long-term traffic management of the area surrounding the school. New vehicular links would provide enhanced access to residential areas, diverting residential traffic away from the school and significantly reducing existing congestion. This potential land swap should be investigated subject to meeting the acquisition criteria set out in the *Colac Otway Public Open Space Strategy*, and would need to address any potential inundation and safety issues.

3. The potential vehicular connection through to Cawood Street presents the opportunity to rezone this small triangle of land to Residential 1 Zone in the long term, subject to further analysis. The suitability of this area for residential development would need to be further investigated given the steep rise/fall of the land.

INVESTIGATION AREA 3







AREA DESCRIPTION

Investigation Area 3 is located to the south of the Apollo Bay settlement boundary, immediately adjacent to Seymour Crescent and the Barham River floodplain.

LAND OWNERSHIP/ SIZE

The investigation area extends across two property titles totalling approximately 63,000m^2 in area.

RATIONALE FOR INVESTIGATION

This general area was identified in the 2007 Structure Plan (in growth scenarios 2 & 3) as a potential growth area 'following a 50% take up of the Mariners Vue site'. It also formed part of the then proposed Great Ocean Green development (Amendment C29).

The area was subsequently identified by the Minister for Planning as a 'potential residential development site' as part of the planning scheme amendment process to implement the 2007 Apollo Bay Structure Plan (Amendment C55).

A proposal to rezone the eastern parcel (in part) to Residential 1 and Low Density Residential to create an additional 41 lots has since been lodged with Council.

ZONING & OVERLAYS

The area is currently zoned *Rural Conservation*. Two overlays apply to the site including:

SLO3 – Schedule 3 to the Significant Landscape Overlay- *Apollo Bay Coastal Valley and Hills Precinct* applies to the area. The overlay aims to protect the character and significance of the natural landscape by controlling development in the area. The coastal valleys and hills surrounding the township of Apollo Bay have been recognised as a landscape of national significance.

EMO1 – Schedule 1 to the Erosion Management Overlay aims to protect areas prone to erosion, landslip or other land degradation processes by limiting land disturbances.

EXISTING CONDITIONS

LAND USE	The land is predominantly vacant. One residential dwelling is located on the north-eastern corner of the area.
VEGETATION	The area is predominantly cleared rural land.
LAND FORM	The land slopes down from Seymour Crescent to the Barham River floodplain. There are only small sections of flatter land along the road frontage. The land is showing signs of scarring through erosion and slippage, and is considered to be unstable.
VISIBILITY	The area is not highly visible from the Great Ocean Road. It is however highly visible from Barham Valley Road and Seymour Crescent.
ACCESS	The area is situated in close proximity (approx. 750m) to the town centre of Apollo Bay.
INTERFACE	The area adjoins the southern extent of the existing Apollo Bay settlement boundary. To the north residential properties are situated along Seymour Crescent. The western edge is bounded by the Apollo Bay industrial estate.

SITE ANALYSIS

Given the sloping and slip prone nature and narrow width of the land, development yield (number of dwellings that could potentially be accommodated in the area) would be limited in this area.

Environmental constraints include the risk of further erosion and the potential presence of acid sulfate soils. The area of land is elevated above the modelled 1-in-10-year flood event level however it may be considered at risk of flooding in the longer term.

The Barham River valley is recognised as a landscape of *national* significance. Development of the area could potentially block expansive and significant publicly accessible views across the Barham River valley to the coast from Seymour Crescent.

GEOTECHNICAL ASSESSMENT

As part of the review process, a geotechnical assessment was undertaken for Investigation Area 3 to evaluate the stability of the land and assess the suitability of the land for development. Based on the available evidence, the desktop assessment concludes that:

'Investigation Area 3 has significant slope instability issues which severely limits its potential for future development. While it is acknowledged that further detailed studies would be needed to fully clarify the geotechnical properties and nature of the instability, it is considered that the stability of the site is only marginal at best and it is recommended that the site is not generally suitable for development.'

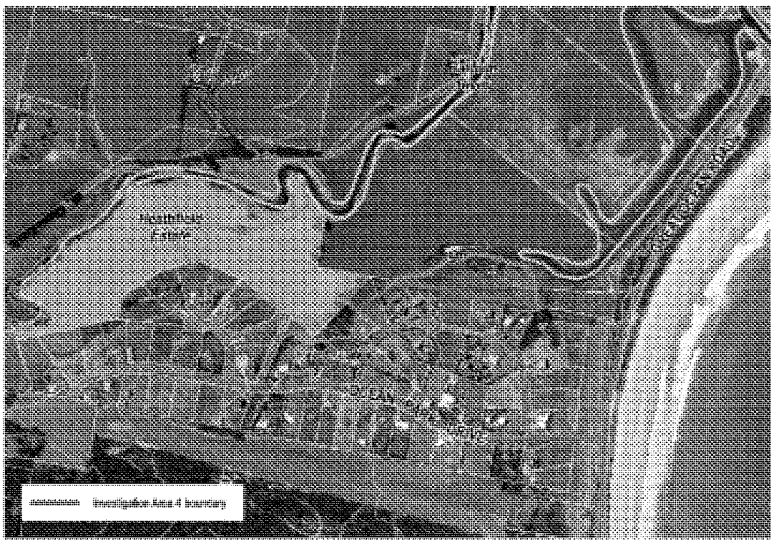
A full copy of the *Review of Land Stability for Investigation Area 3* is provided as an accompanying document to this report.

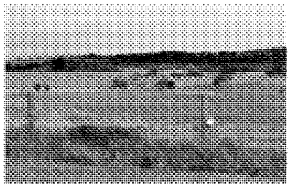
RECOMMENDATION

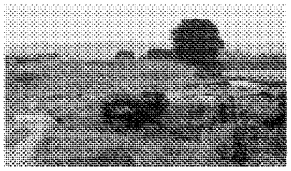
Investigation Area 3 **should not** be considered for rezoning to accommodate residential growth on the basis that:

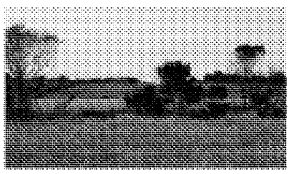
- The area is prone to flooding, erosion and land slippage.
- A Geotechnical assessment completed as part of the review states that *'the stability of the site is marginal at best and it is not generally suitable for development'*.
- Development in this area would have a substantial impact on the highly valued character and significance of the Barham River floodplain.
- Any development in this area could potentially result in the loss of existing publicly available/ private views from Seymour Crescent across the Barham River Valley.
- The small size of the land significantly limits potential development yield.
- Buffer zones associated with adjacent industrial land uses further limit the area of land available for potential residential development.

INVESTIGATION AREA 4









AREA DESCRIPTION

Investigation Area 4 is situated to the north of the Marengo settlement boundary, between the low-density residential area and the Barham River.

LAND OWNERSHIP/ SIZE

The investigation area is situated within one property title totalling approximately 18,000m^2 in area.

RATIONALE FOR INVESTIGATION

This area was not identified in the 2007 Structure Plan in any of the growth scenarios, however it did form part of the then proposed Great Ocean Green development (Amendment C29). The area was subsequently identified by the Minister for Planning as a 'potential residential development site' as part of the planning scheme amendment process to implement the 2007 Apollo Bay Structure Plan (Amendment C55).

Upon the Planning Minister's decision to refuse the Great Ocean Green development (Amendment C29), this area was one of two sites nominated by the Minister as a potential residential development area requiring further strategic assessment.

ZONING & OVERLAYS

The area is currently zoned *Rural Conservation*. Two overlays apply to the site including:

SLO3 – Schedule 3 to the Significant Landscape Overlay- *Apollo Bay Coastal Valley and Hills Precinct* applies to the area. The overlay aims to protect the character and significance of the natural landscape by controlling development in the area. The coastal valleys and hills surrounding the township of Apollo Bay have been recognised as a landscape of national significance.

EMO1 – Schedule 1 to the Erosion Management Overlay aims to protect areas prone to erosion, landslip or other land degradation processes by limiting land disturbances.

EXISTING CONDITIONS

LAND USE	A residential dwelling and a number of other sheds/ outbuildings are located on the site.
VEGETATION	There is a significant amount of coastal vegetation along the northern boundary of the site, forming a landscape buffer to Marengo.
LAND FORM	The area is situated on an embankment above the 5m contour, immediately adjacent to the Barham River floodplain.
VISIBILITY	Given the elevated nature of the site, the area is highly visible from both the Great Ocean Road and Barham Valley Road, particularly on approach from the north.
ACCESS	The area is accessed via an unsealed driveway connecting to the Great Ocean Road. The driveway is subject to flooding.
INTERFACE	The area adjoins the Marengo low-density residential area to the south. The Barham River forms the northern boundary of the investigation area.

SITE ANALYSIS

This area is the smallest of the identified potential residential development areas. If the area was considered for rezoning, an extension of the existing low-density residential zone would be the only logical option, therefore significantly constraining potential development yield (number of dwellings that could potentially be accommodated in the area) to approximately 4 dwellings.

Access to the area is currently limited to a single driveway from the Great Ocean Road which is steep, low lying and subject to flooding.

Environmental constraints include the risk of further erosion and potential presence of acid sulfate soils. The area of land is elevated above the modelled 1-in-10-year flood event level however it may be considered at risk of flooding in the longer term.

Development of the site could potentially provide the opportunity to establish vehicular/ pedestrian access through to the Heathfield Estate open space, however this would limit the number of dwellings that could be accommodated on the site. Furthermore, without significant new infrastructure (which would potentially need to accommodate horse floats), this potential new access route would still be prone to flooding.

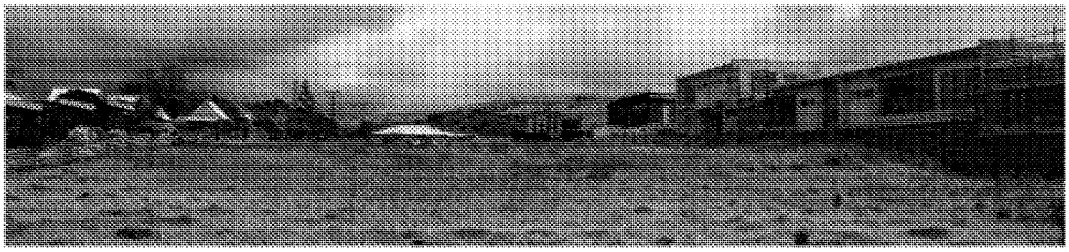
The site may potentially be of aboriginal cultural heritage significance.

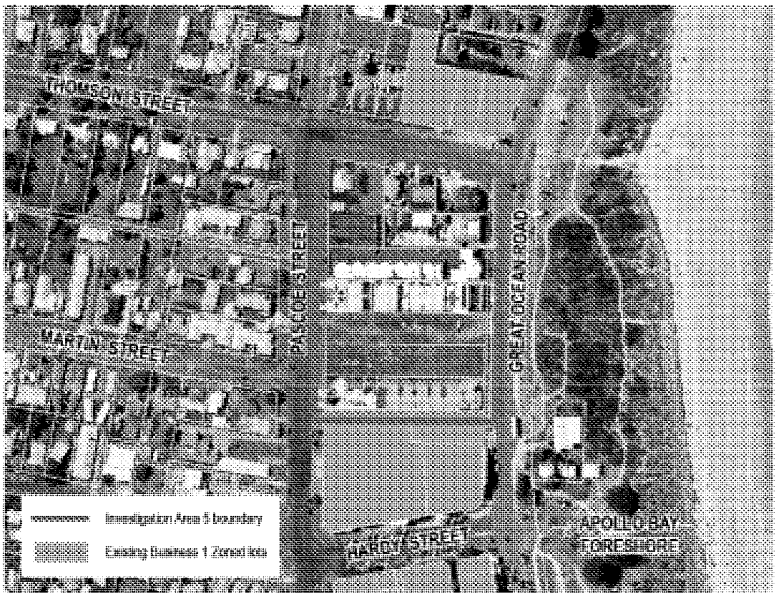
RECOMMENDATION

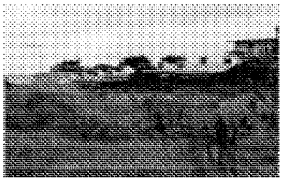
Investigation Area 4 **should not** be considered for rezoning to accommodate residential growth on the basis that:

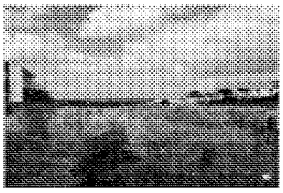
- The area is subject to drainage issues, and is at risk of further erosion and flooding.
- The land would not assist in addressing future housing demand due to its small size (18,000m² or 1.8 ha approx).
- Development yield would be further restricted due to low-density residential being the only logical option for rezoning.
- Vehicular access to the site is severely restricted.
- Opportunities to establish vehicular/ pedestrian access through to the Heathfield Estate open space are limited without the need for significant new infrastructure.

INVESTIGATION AREA 5









AREA DESCRIPTION

Investigation Area 5 is located within the town centre of Apollo Bay, in the block defined by Pascoe Street to the south, Thomson Street to the north, The Great Ocean Road to the east and Hardy Street to the west.

LAND OWNERSHIP/ SIZE

The area extends across thirteen property titles totalling approximately 15,000m^2 (1.5 ha) in area.

RATIONALE FOR INVESTIGATION

The business zoning of Apollo Bay is currently disjointed, where investigation area 5 represents a 'gap' between the Mobil service station on Thomson Street and Foodworks on Hardy Street. This area was identified for review based on its perceived potential to provide a logical extension of the Apollo Bay commercial area in the future.

ZONING & OVERLAYS

The area is currently zoned *Residential 1.* A single overlay applies to the site:

DDO6 – Schedule 6 to the Design and Development Overlay – *Medium Density Residential Area* applies to the area. The overlay aims to achieve a graduated density of residential development between the town centre and the lower density residential areas, whilst protecting the low scale coastal character and identity of Apollo Bay.

Buildings within the DDO6 area must not exceed 9 metres in height.

EXISTING CONDITIONS

LAND USE	The area consists predominantly of accommodation units/ motor inns/ apartments. There are also a number of residential properties to the north fronting Thomson Street. Two lots in the centre of the investigation area combine to make one large vacant area measuring approximately 4085m².
VEGETATION	The area is predominantly cleared of vegetation. A number of small trees are located on the residential properties to the north.
VISIBILITY	The area is highly visible from the adjacent Great Ocean Road, Pascoe Street and Thomson Street.
ACCESS	Access to the area is via any of the three adjacent streets.
LAND FORM	The area rises slightly from east to west.
INTERFACE	Properties adjoining the site immediately to the south are zoned Business 1. To the north is a mixture of Business 1 and Residential 1 zoned land. Properties along Pascoe Street (west) are predominantly residential.

SITE ANALYSIS

A majority of the sites in investigation area 5 contain recently developed and well maintained accommodation and residential buildings. The likelihood for redevelopment of these sites for a commercial or business activity appears very low. Some of the residential properties fronting Thompson Street could be suitable for more intensive residential or accommodation development. The two vacant sites however, provide the opportunity for a commercial development should the land be rezoned.

Many of the existing business zoned lots within the centre are not being fully utilised, with opportunities for further subdivision or development along Pascoe Street. The *2009 Colac & Apollo Bay Retail Analysis* identifies several key development sites within the existing retail/ commercial core of Apollo Bay that could accommodate additional retail/business floor space.

The two vacant sites within Investigation Area 5 were not identified as development sites in this Analysis as an increasing amount of retail development is already occurring in Pascoe Street to the west. Any retail development on the two vacant sites would be isolated from the existing retail/ commercial core and serve to elongate the town centre to the north, reducing its compact, walkable nature.

Given the predominance of visitor accommodation and residential uses within the investigation area, there are potential concerns regarding the compatibility of future land uses if rezoning to a business zone was to occur.

A land supply and demand assessment undertaken as part of this Review identified that the Apollo Bay town centre will require around 2,600m² of additional retail floorspace by 2025. The assessment identifies that *'the estimated 2,600m² of retail expansion required to 2025 could be contained within the existing business zoned land. Market forces will drive a higher utilisation and intensification of existing retail if no new business zoned land is provided. Having retail concentrated in the one area and discouraging expansion will encourage a vibrant, clearly defined and walkable retail precinct in Apollo Bay, which is considered the best outcome for retailers and patrons.'*

RECOMMENDATION

Investigation Area 5 **should not** be considered for rezoning to Business 1 Zone (B1Z) on the basis that:

- Many Business 1 Zoned lots within Apollo Bay are not being utlised to their full capacity, and opportunity still exists for further subdivision or development in these areas to accommodate future retail/ business needs.
- The existing Residential 1 Zone currently allows for some commercial development to occur, without the need to rezone.
- The majority of sites in the Area have been developed for accommodation or residential uses that are likely to remain in the future. Rezoning of the area may result in new development that conflicts with existing land uses, and creates a disjointed retail strip.
- Development of the Area for retail would serve to elongate the commercial centre to the north along the Great Ocean Road reducing the compact, walkable nature of the existing town centre.
- The increased retail/ business floor space required within the next 15 years can be more appropriately accommodated within existing business zoned land in the centre.
- The land supply and demand assessment undertaken as part of this Review identified that *'the estimated 2,600m² of retail expansion required to 2025 could be contained within the existing business zoned land. Market forces will drive a higher utilisation and intensification of existing retail if no new business zoned land is provided. Having retail concentrated in the one area and discouraging expansion will encourage a vibrant, clearly defined and walkable retail precinct in Apollo Bay, which is considered the best outcome for retailers and patrons.'*

Colac Otway ¦ Apollo Bay
SETTLEMENT BOUNDARY & URBAN DESIGN REVIEW | FINAL REVIEW REPORT

3

URBAN DESIGN INITIATIVES

URBAN DESIGN INITIATIVES

In addition to the review of investigation areas, the *Settlement Boundary & Urban Design Review* provides the opportunity to identify urban design opportunities to improve the quality of existing streetscapes and pedestrian links, and to better integrate infill development and new residential growth areas with the existing town centre.

A number of initiatives were identified for the town centre and its immediate surrounds, as detailed in the following chapter. These initiatives aim to represent a best practice approach to urban design, having particular regard to the existing coastal character of Apollo Bay, and the sensitive environment within which the township is located.

Urban design initiatives for the Town Centre include:

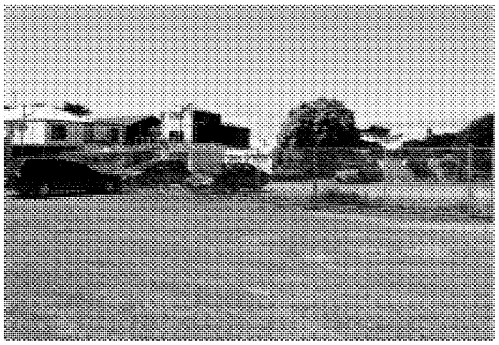
- Improvements to existing car parking areas to the rear of the shops along the Great Ocean Road
- Enhancement of mid-block pedestrian laneway connections
- Improvements to Pascoe Street streetscape treatments

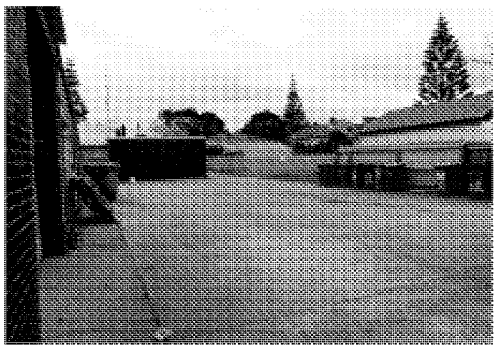
In addition, opportunities for improving pedestrian connections to the outer areas were also explored.

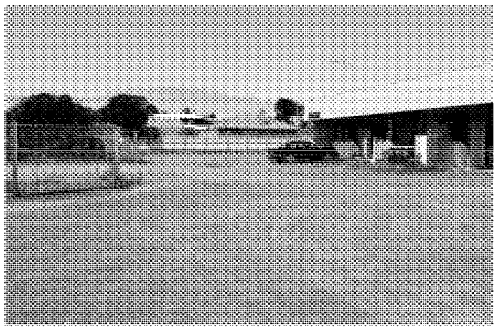
TOWN CENTRE

REAR CAR PARKING AREAS

Space at the rear of the main shops in Apollo Bay is mostly used for private car parking, rubbish collection/ storage and rear service access. In some cases, public car parking is provided at the rear, and close-by to laneway connections that link through to the main shops. These public car parking areas are rarely used to their full capacity, despite the perceived lack of car parking in the town centre (particularly in the summer period). This is possibly due to the 'private' and 'hidden' nature of these car parking areas, where most visitors and even some locals, are potentially unaware that these parking areas exist, or that public parking is allowed.







Existing car parking areas situated to the rear of the main shops, between Moore Street and McLaren Place.

Opportunities exist to:

- **Consolidate and formalise car parking areas to the rear of the main shops.**
- **Improve pedestrian safety, amenity and connections between the surrounding areas and the car parks.**
- **Encourage greater use of the car parks by improved signage.**

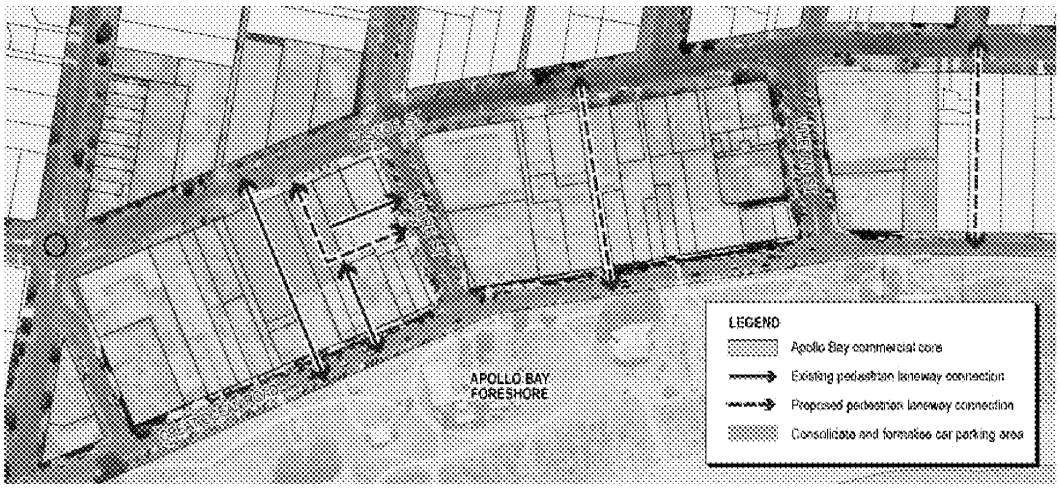
Potential initiatives include:

- Removing dividing fences where possible
- Consolidating car parking areas and sealing surfaces where appropriate
- Improved paving treatments (markers to assist navigation, and treatments to slow traffic)
- Providing formal pedestrian priority pathways through car parking areas, leading to the shops via the laneway
- Installing wayfinding signage to raise awareness of car parking areas and to direct vehicles and pedestrians
- Improved lighting (low energy fittings with minimal light spill)
- Introducing elements of colour/ public artworks
- Encouraging shops to provide entrances and activity (e.g. outdoor seating/ dining) at the rear

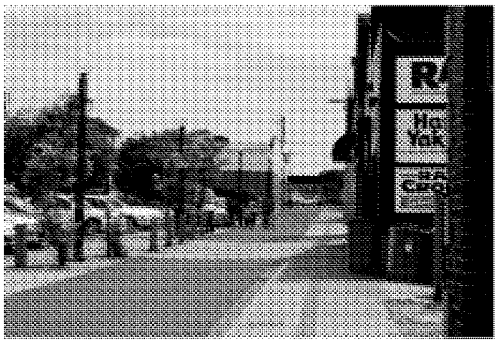
TOWN CENTRE

REAR CAR PARKING AREAS

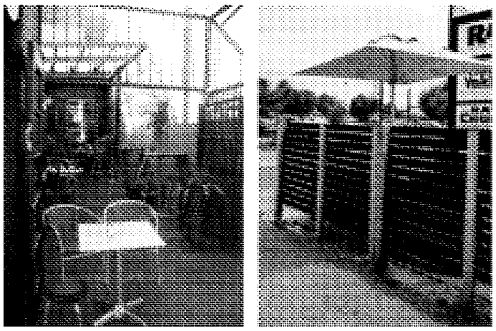
CONCEPT PLAN



PRECEDENTS



A successful shared vehicular/ pedestrian space to the rear of shops in Murray Street, Colac



Providing entrances and activity at the rear of buildings can increase utilisation of rear car parking area and enhance the perception of safety

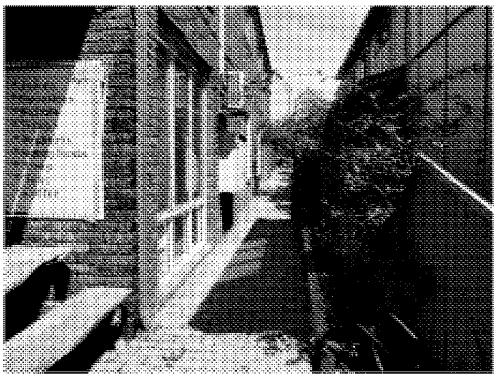
A pedestrian priority pathway through a car park in Murray Street, Colac

Wayfinding signage could be used to better direct vehicles and pedestrians to off street car parking areas

TOWN CENTRE

MID-BLOCK PEDESTRIAN LANEWAY CONNECTIONS

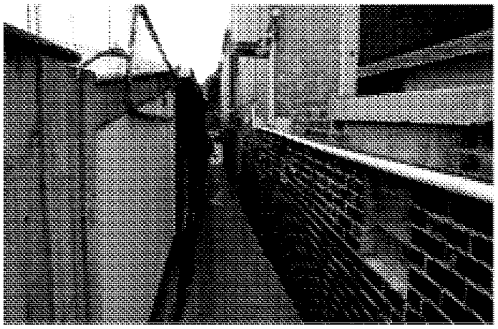
Existing pedestrian laneways situated in the commercial core between Pascoe Street and the Great Ocean Road are currently underutilised by pedestrians. In most cases, this is simply because people are unaware that they exist.



Existing pedestrian laneway situated between 63 and 65 Great Ocean Road

Existing pedestrian laneway situated between 79 and 81 Great Ocean Road

Existing entrance point into the laneway situated between 63 and 65 Great Ocean Road



The existing laneway situated between 79 and 81 Great Ocean Road is narrow in parts, but could be improved through introducing lighting, consistent treatments and colour.

Opportunities exist to:

- **Improve the appearance and function of the two existing mid-block laneway connections situated between 63-65 and 79-81 Great Ocean Road, linking rear car parking areas to the main shops.**
- **Negotiate with land owners to facilitate provision of a new mid-block laneway connection in the block between Hardy and Moore Street.**

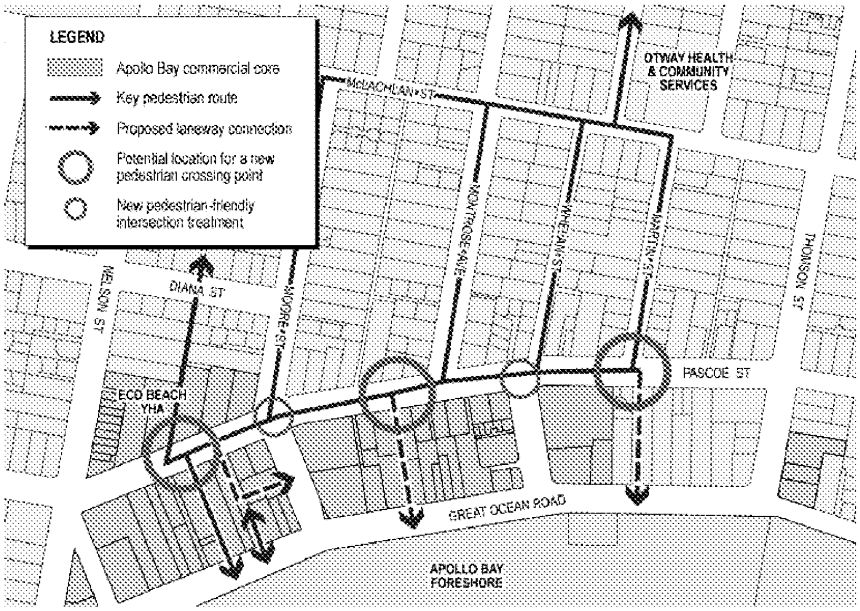
Potential initiatives include:

- Highlighting the entrance points into the laneways through installation of overhead gateway signage or paving markers along the Great Ocean Road
- Introducing artwork and subtle areas of colour on the ground plane and/ or walls
- Improving lighting along the laneways
- Removing clutter and obstacles (e.g. overhanging branches, bins) along the laneways where possible
- Introducing wayfinding signage to direct pedestrians
- Widening laneways as redevelopment occurs, in order to achieve DDA compliancy

TOWN CENTRE

MID-BLOCK PEDESTRIAN LANEWAY CONNECTIONS

CONCEPT PLAN



PRECEDENTS

Overhead gateway signage marking the laneway connection in Colac

Interchangeable signage boards brighten up a pedestrian laneway in Brunswick and create a space for advertising local events

Simple use of colour on the ground plane to create a more lively laneway environment in Melbourne CBD

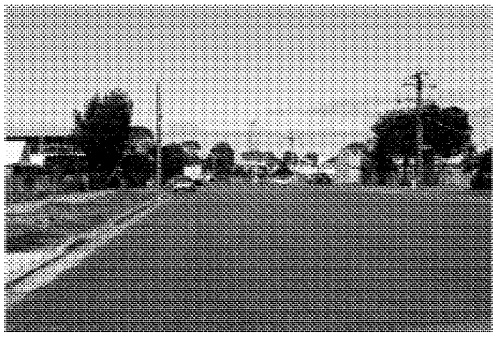
Overhead lighting enhances the perception of safety in this Melbourne laneway

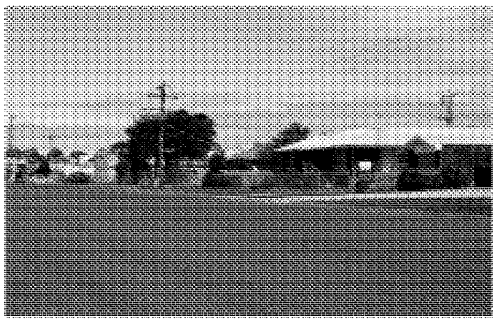
TOWN CENTRE

PASCOE STREET STREETSCAPE TREATMENT

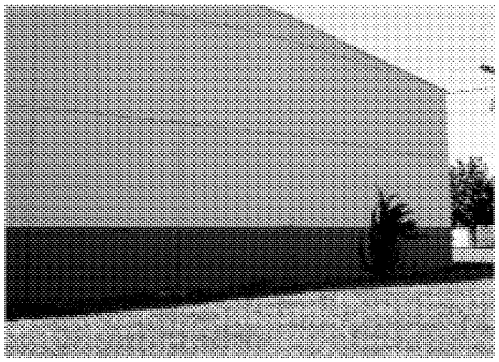
Many of the streets surrounding the town centre of Apollo Bay have a very wide road reservation. Pascoe Street is a total of 32 metres wide and for the most part this space is underutilised; lacking in trees, footpaths, car parking or bicycle lanes. These large areas of bitumen, combined with a lack of trees and vegetation do not make for a pleasant pedestrian environment, particularly during the hot summer months. This is further exacerbated by large blank walls and a lack of commercial activity fronting Pascoe Street.

Pedestrian friendly crossing points across Pascoe Street are limited. This is particularly an issue during the summer months when the roads are busier.





Existing Pascoe Street road reservation



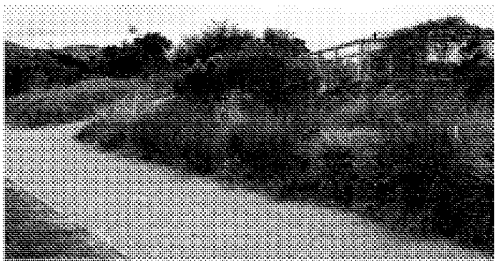
Existing blank wall fronting Pascoe Street

Opportunities exist to:

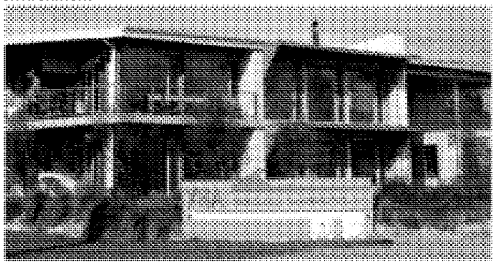
- **Improve the pedestrian and visual amenity and function of Pascoe Street as a priority.**
- **Improve the amenity and function of adjacent side streets linking to the Great Ocean Road (Thomson, Whelan and Moore Streets, and McLaren Place).**

Potential initiatives include:

- Developing and implementing a native vegetation/ planting theme, including increased street trees and low-scale planting
- Footpath widening/ resurfacing (using a suitable coastal themed material)
- Water Sensitive Urban Design (WSUD) treatments
- Improved pedestrian crossing points (kerb extensions/ raised table crossings/ change in surface treatments)
- Signage/ wayfinding to increase pedestrian and vehicular navigability
- Lighting upgrades (low energy fittings with minimal light spill)
- Introducing 45° or 60° angle parking, particularly along Pascoe Street between Moore and Thomson Streets (in line with recommendations of the *Colac and Apollo Bay Car Parking Strategy, 2011*)
- Introduction of bicycle lanes



A landscape theme for Pascoe Street should adopt a more informal style of streetscape treatment (similar to the existing foreshore path) in order to emphasis the character of the coastal environment

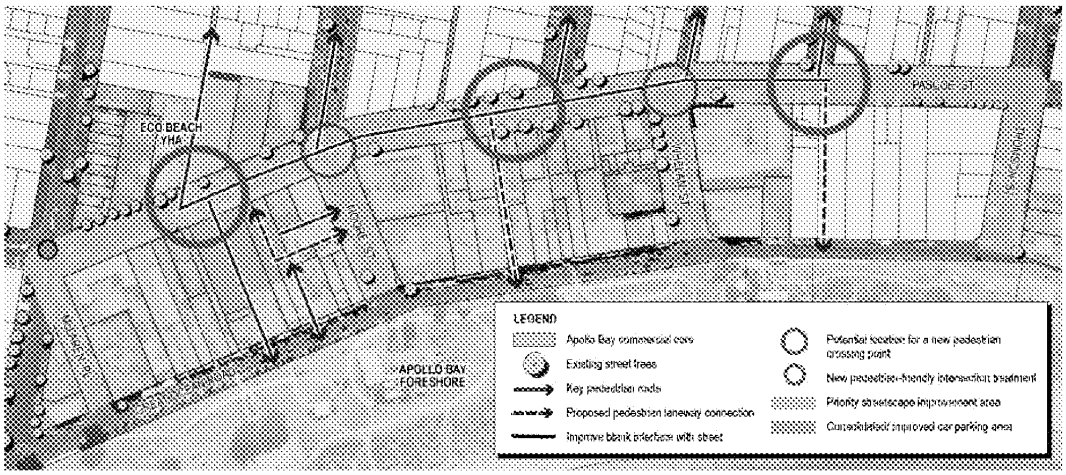


A landscape theme for Pascoe Street could tie into the look and feel of the YHA Eco Beach Hostel situated on Pascoe Street

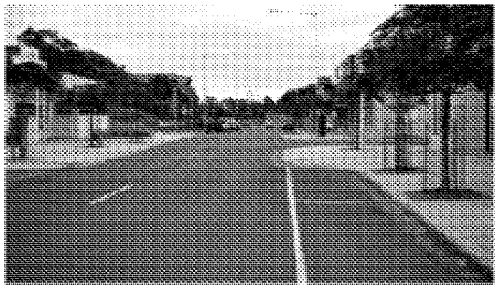
TOWN CENTRE

PASCOE STREET STREETSCAPE TREATMENT

CONCEPT PLAN

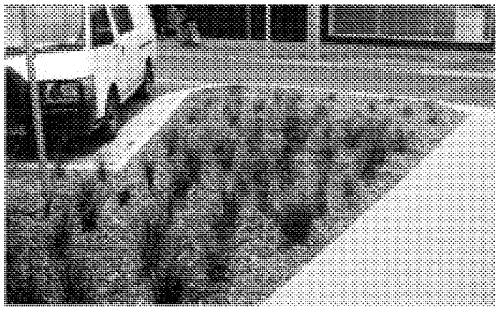


PRECEDENTS

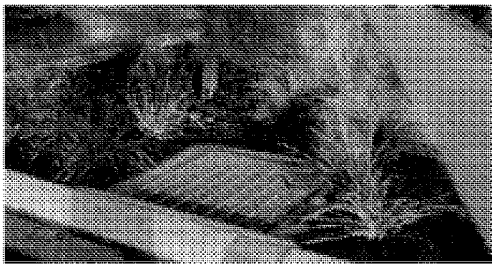


Kerb outstands, parking bays and new street tree planting have improved the amenity and function of Hitchcock Avenue, Barwon Heads

A raised table crossing and widened footpaths in Hastings



Kerb outstands, low-scale planting and angle parking in High Street, Hastings



Water Sensitive Urban Design (WSUD) treatment

OUTER AREAS

PEDESTRIAN CONNECTIONS

The informal nature of streetscapes afforded by lack of hard edges and sealed footpaths contributes to the coastal character of residential streets within Apollo Bay. However, many streets within Apollo Bay do not contain any form of footpath infrastructure. It is now timely to consider key pedestrian routes that may benefit from informal coastal themed (light thermal concrete finish or sand coloured asphalt) pedestrian footpath connections, where they are not currently provided.

The introduction of continuous footpath connections linking key destinations is considered necessary, particularly in locations where enhancing safety and access for all users, including those with limited mobility, is a key priority.

Links to, from and between Apollo Bay P-12 College, Apollo Bay Child Care Centre, Otway Health & Community Services and the town centre were identified as priority routes for improvement.

Pedestrian access across the Great Ocean Road was also identified as a major concern, particularly in the summer months when the roads are busier and increased numbers of holiday makers and residents may their way across the Great Ocean Road to go to the beach. Options to improve the safety of pedestrian movements across the Great Ocean Road need to be explored.

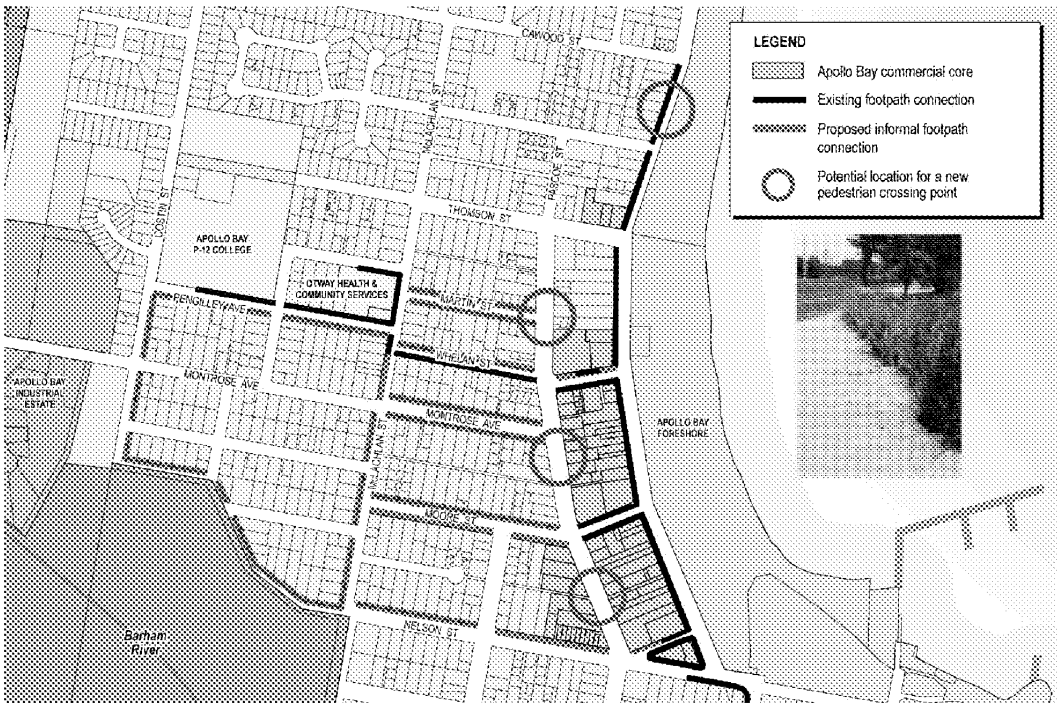
Opportunities exist to:

- **Enhance pedestrian connections along key pedestrian routes to improve access to key destinations.**
- **Improve the safety of pedestrian access across the Great Ocean Road at key locations.**

Potential initiatives include:

- Provide continuous informal coastal themed footpath connections (light thermal concrete finish or sand coloured asphalt) along key pedestrian routes where footpath infrastructure is absent *(as identified on the concept plan below).*
- In consultation with VicRoads, explore the feasibility of providing pedestrian friendly crossing points across the Great Ocean Road:
  - Near the intersection of Cawood Street/ Great Ocean Road
  - Close to the entrance of the Pisces Holiday Park *(not shown on the concept plan below)*

CONCEPT PLAN



Colac Otway ¦ Apollo Bay
SETTLEMENT BOUNDARY & URBAN DESIGN REVIEW | FINAL REVIEW REPORT

4

IMPLEMENTATION

IMPLEMENTATION TABLE

The following table provides an outline of proposed actions to be undertaken as a result of the Review.

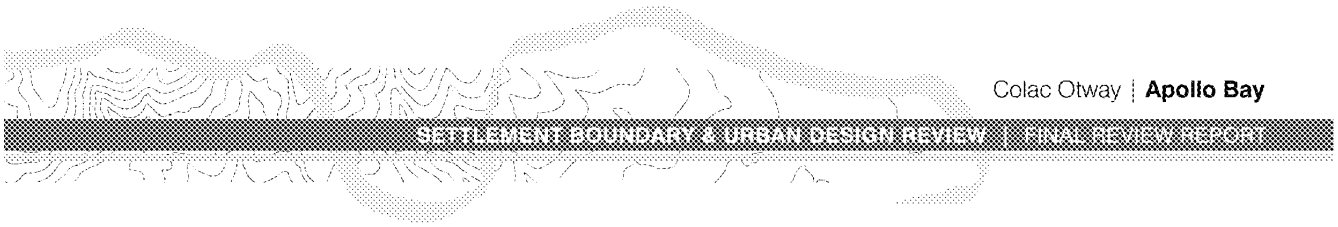
COLAC OTWAY PLANNING SCHEME	
LOCATION	**ACTION**
PLANNING SCHEME	Amend the Colac Otway Planning Scheme Municipal Strategic Statement (MSS) to: ♦ Update the *Apollo Bay, Marengo and Skenes Creek Framework Plan* contained within Clause 21.03. ♦ Update Clause 21.03-3 to include additional objectives and strategies relating to the proposed urban design initiatives for the Apollo Bay township. ♦ Amend the DDO5 to include appropriate reference to the Urban Design Initiatives Include the *Design Guidelines for Investigation Area 1* as a Reference Document in the Colac Otway Planning Scheme.
INVESTIGATION AREAS	
LOCATION	**ACTION**
Investigation Area 1	Subject to satisfactory outcome from the technical assessments provided by the land owner and further details regarding any proposed developments: ♦ Rezone Investigation Area 1 (in part, below the 40m contour) from Rural Conservation Zone (RCZ) to Residential 1 Zone (R1Z). ♦ Implement a Development Plan Overlay (DPO) preferably with an approved Development Plan to ensure that development of the area is undertaken in a sustainable and sensitive manner and in accordance with the *Design Guidelines for Investigation Area 1*. ♦ Revise Schedule 4 to the Development Plan Overlay (Mariners Vue) to allow revision of the Framework Plan, as part of the rezoning of Investigation Area 1. ♦ Consider *Design Guidelines for Investigation Area 1* via Section 173 of the *Planning and Environment Act* on all new titles created as part of the subdivision of Area 1. ♦ Consider the application of a Design and Development Overlay to control height and make provision for detailed design guidelines.
Investigation Area 2	♦ Rezone the Industrial 1 land surrounding Area 2 to Industrial 3 to improve the interface between existing residential and industrial land (Refer to Page 14 of the *Review Report*). ♦ Explore the feasibility of providing a new vehicular/ pedestrian connection between Cawood Street and Montrose Avenue along Anderson Creek (and linking through to Woodlands Avenue and Park Avenue). ♦ Explore the potential for the small triangle of land situated between Cawood Street and Anderson Creek (abutting the existing Residential 1 Zone) to accommodate residential development in the longer term.
Investigation Area 3	♦ No action required.
Investigation Area 4	♦ No action required.
Investigation Area 5	♦ No action required.
URBAN DESIGN INITIATIVES	
LOCATION	**ACTION**
Town Centre	♦ Consolidate, formalise and improve rear car parking areas located to the rear of the main shops. ♦ Enhance the appearance of existing through-block pedestrian laneway connections. ♦ Provide new mid-block laneway connections between the Great Ocean Road and

	Pascoe Street. ♦ Provide improved signage and wayfinding in the town centre. ♦ Improve the pedestrian and visual amenity, and function of the Pascoe Street streetscape. ♦ Amend DDO5 to include reference to the Urban Design Initiatives
Outer Areas	♦ Provide continuous informal coastal themed footpath connections (light thermal concrete finish or sand coloured asphalt) along key pedestrian routes where footpath infrastructure is absent (as identified on the *Outer Areas Concept Plan* on page 29). ♦ Consult with VicRoads to provide pedestrian friendly crossing points across the Great Ocean Road: - Near the intersection of Cawood Street/ Great Ocean Road; and - Close to the entrance of the Pisces Holiday Park.

Colac Otway ¦ Apollo Bay
SETTLEMENT BOUNDARY & URBAN DESIGN REVIEW | FINAL REVIEW REPORT

5

APPENDIX



APPENDIX A

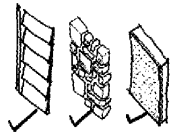
APOLLO BAY SETTLEMENT BOUNDARY REVIEW: DESIGN GUIDELINES FOR INVESTIGATION AREA 1

Planisphere, December 2011

DESIGN GUIDELINES FOR INVESTIGATION AREA 1

Element	Objective	Requirements	Area	Illustration
Landscape Setting/ Environment	To protect the sensitive landscape, biodiversity, environmental and habitat values of the Apollo Bay coastal valleys and hills, and Wild Dog Creek environs To create a vegetated landscape setting congruent with the natural qualities of the coastline To re-establish the vegetated setting of the area using appropriate coastal vegetation To contribute to erosion control and habitat improvement	▪ Retain existing trees and provide for the planting of appropriate coastal vegetation wherever possible ▪ Provide plantings in informal clumps and clusters as opposed to formal row plantings ▪ Encourage the removal of environmental weeds and other exotic vegetation and their replacement with appropriate coastal vegetation ▪ Implement extensive planting of indigenous/native vegetation to assist in the rehabilitation of land above the 35-40m contour line ▪ Revegetate the existing clay mounds located along the Great Ocean Road frontage with low scale coastal shrubs/ vegetation ▪ Link proposed landscaping with existing vegetation and plantings along the Wild Dog Creek environs and primary dune ▪ Ensure direct impacts to the Wild Dog Creek environs and wetlands located to the north of the site are avoided ▪ Utilise landscaping to screen the impact of roads when viewed from surrounding areas ▪ Progressively undertake weed and rabbit control ▪ Undertake revegetation as early as possible so that vegetation is established prior to or during dwelling construction ▪ Incorporate informal road treatments such as spoon and grassed drains and avoid suburban detailing such as upstanding kerbs and channels ▪ Incorporate Water Sensitive Urban Design techniques to improve the water quality of the catchment and maintain appropriate flows ▪ Incorporate the planting of indigenous and native species in public open spaces	*Loss of existing trees/ vegetation* *Planting of exotic vegetation/ environmental weeds* *Lack of landscaping and substantial vegetation* *Potential impacts on the environmental significance of the Wild Dog Creek environs and associated wetlands*	

Element	Objective	Design Response	Avoid	Illustration
Lot Size & Site Coverage	To provide for a diversity of living opportunities To develop a spacious building setting with substantial space for planting and vegetation To allow for the reasonable sharing of views	▪ Adopt a minimum lot size of 600m², and maximum lot size of 2000m² ▪ Building site coverage should not exceed 30% and total impervious surface coverage (including paving, driveways, swimming pools) should not exceed 40% ▪ Design lot layouts so to maximise views from within allotments and to optimise view sharing opportunities ▪ Lots should be orientated to maximise passive solar access ▪ Minimise storage areas/ outbuildings ▪ Ensure the area between the building and the property boundary is predominantly permeable to water and able to support substantial vegetation ▪ Provide no more than one vehicular crossover per typical site frontage	*Large building footprints that prevent views between buildings* *Large building massing/ footprints that dominate the landscape* *Car parking structures and outbuildings that dominate the façade or view of the dwelling from the streetscape* *Large areas of non-permeable surfacing* *Post crossovers*	
Siting	To ensure buildings and structures are can be substantially absorbed within the natural landscape setting To avoid development in areas at risk from the effects of natural processes such as flooding, erosion, landslip and salinity To maintain the visual dominance of the coastal valley and hills hinterland in relation to the scale and siting of any proposed development To ensure best practice environmentally sustainable design practices	▪ All buildings must be sited below the 40m contour line ▪ No buildings should be located on the existing clay mounds located along the Great Ocean Road frontage ▪ Adopt a minimum benching level to reduce the risk of properties being inundated by sea level rise up to the year 2100 ▪ Buildings should adapt footprints and levels that flow with and emphasise the natural landform/ topography of the area ▪ Design buildings to step down the topography ▪ Buildings should be sited to visually complement and respond to the natural features of the environment and surrounding hinterland ▪ Buildings and structures should be sited and designed to minimise their visual impact on views from publicly accessible areas ▪ Ensure all buildings are orientated to ensure optimal thermal performance, utilise natural light and protect solar access for future development ▪ Locate garages and car parking areas behind the line of the dwelling	*Buildings that do not follow the natural contours of the site and require excessive cut and fill* *Development that dominates visually over existing landscape features such as the surrounding hillside, coastal dunes and creek environs* *Buildings and structures that are highly visible when viewed from key viewing locations such as the Great Ocean Road and Apollo Bay township* *Buildings with exclusive western or southern orientation* *Building orientation and siting which reduces solar access opportunities*	

Element	Objective	Design response	Avoid	Illustration
Building Form & Height	To ensure buildings and structures respond positively to the significant coastal landscape setting	▪ Encourage low scale building forms and if a 2nd storey is provided, it should be smaller than the ground level to minimise visual bulk and allow views between buildings ▪ Development should be kept below the future mature tree canopy height and overall height limited to a maximum of 8m (2 storeys) above natural ground level ▪ Require site responsive building forms that are substantially absorbed by the landscaped setting ▪ Upper level(s) should be recessed and articulated to reduce the visual bulk of development and avoid impacts such overshadowing and overlooking ▪ Disaggregate the massing of larger buildings and avoid excessive symmetry in plan or elevation	*Bulky upper levels* *Buildings and structures that protrude above the canopy height of the vegetated (or proposed vegetated) backdrop* *Bland, boxy, unarticulated building forms* *Sheer, visually dominant elevations*	
Materials & Design Detail	To ensure buildings demonstrate a high standard of contemporary design and complement the character of the natural coastal environment To ensure best practice environmentally sustainable practices	▪ Utilise colours and finishes that complement the native vegetation of the local area, including dark, natural colours and matte finishes ▪ Utilise muted colours and finishes that best immerse the building within the landscape ▪ Use a mix of contemporary and traditional coastal materials, textures and finishes including timber, render, glazing, stone, brick and iron roofing ▪ Make use of building materials with minimal environmental impact and encourage the use of recycled materials where possible ▪ Use simple design detailing ▪ Use glazing and roofing materials of low reflectivity ▪ Ensure that all structures associated with services, including radio, television and other signal aerial structures are located to minimise their visual prominence ▪ Buildings should achieve at least a 5 star energy rating or an equivalent home energy rating scheme ▪ Encourage properties to install rainwater tanks ▪ Promote the use of a separate water pipe system for the reuse of grey water for toilet flushing and gardens	*Excessive decoration and historical reproduction styles* *Unarticulated or non-textured, sheer facades and building forms* *Excessive use of colours that contrast strongly with vegetation* *Highly reflective glazing and roofing materials* *Overuse of heavy looking materials such as brick* *Visually prominent signal aerial structures*	

Element	Objective	Design response	Avoid	Illustration
Private Realm Landscaping & Vegetation	To set buildings and works within a landscape of appropriate coastal vegetation To ensure vegetation and landscaping is integrated with the design of the development and complements the surrounding coastal landscape To incorporate the use of Water Sensitive Urban Design (WSUD) principles	▪ Retain existing trees and provide for the planting of appropriate native/indigenous coastal vegetation wherever possible ▪ Provide for the planting of predominantly native coastal and indigenous trees and shrubs in clumps and clusters and avoid formal row planting particularly along property boundaries ▪ Encourage large scale vegetation that is capable of providing a visual screen to development and protection from prevailing coastal winds ▪ Screen buildings, structures and areas of hard surfaces with appropriately scaled informal landscaping ▪ Encourage landscaping, rather than fencing, to create privacy. Where this is not appropriate, provide an open style front fence (post and wire) to a preferred maximum height of 1.2 metres ▪ Encourage the removal of environmental weeds and their replacement with appropriate coastal vegetation ▪ Proposed vegetation should be capable of withstanding sand and salt attack ▪ Ensure landscape design assists in passive solar heating/ cooling	*Landscaping that provides little connection to the surrounding context* *Building dominated streetscapes (once vegetation is established)* *Loss of existing trees/ vegetation* *Lack of landscaping and substantial vegetation* *Planting of exotic vegetation/ environmental weeds* *Formal landscape design (e.g. geometrically aligned landscaping/ large areas of lawn/ formal garden beds)* *Hard surfaces and hard edges in landscaping* *Large areas of impervious surfaces, particularly in the front setback area and in areas visible from the public domain* *Large underutilised paddock areas* *Front boundary treatments that include urban or suburban-style fences and landscaping* *Fences on the front boundary* *High, solid fencing* *Large entry features, particularly in brick, stone or concrete*	

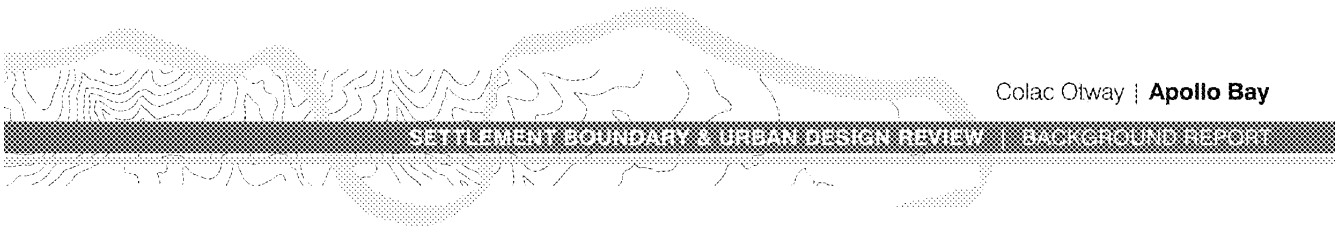
Report	Objective	Design Response	Illustration
Vehicular & Pedestrian Access	To enhance pedestrian access opportunities in the vicinity of Investigation Area 1 To ensure that there is no adverse impacts on the function of the Great Ocean Road as a result of new development	▪ Explore the potential to provide a shared pathway looping around the site and linking to the coastal foreshore path and Mariners Vue ▪ Ensure that the slope of pedestrian and bicycle paths are minimised where possible ▪ Ensure development can be adequately serviced via a single access intersection at the Great Ocean Road ▪ Ensure that all internal roads are designed to link to roads within Mariners Vue ▪ Ensure that all new streets are designed to accommodate the manoeuvring requirements of service and emergency vehicles ▪ Explore the potential to extend the 60km/h speed limit along the Great Ocean Road to the natural boundary of Wild Dog Creek	*Link with direct access to the Great Ocean Road* *Pedestrian and bicycle paths with steep gradients* *Dead-end access streets within the subdivision pattern*
Public Open Space	To provide usable public open space to encourage integration of the area with Apollo Bay, and to contribute to a linked pedestrian path and the open space needs of the town.	▪ Provide public open space areas with direct access from the Great Ocean Road ▪ Provide linkages to the public open space from any new or proposed public pathway ▪ Ensure open space contains flat and accessible land suitable for play equipment, public picnic areas and seating ▪ Landscape open space areas with suitable coastal vegetation	*Steeply sloping or poorly located open space* *Spaces that appear to be privately owned or exclusive to nearby residents*

APOLLO BAY SETTLEMENT BOUNDARY & URBAN DESIGN REVIEW

BACKGROUND REPORT

JUNE 2012

Colac Otway



Introduction

Numerous local studies have been undertaken by Colac Otway Shire that provide the strategic context within which the *Apollo Bay Settlement Boundary & Urban Design Review* needs to be considered.

Furthermore, there are a number of higher level regional and statewide studies that are relevant to the Review.

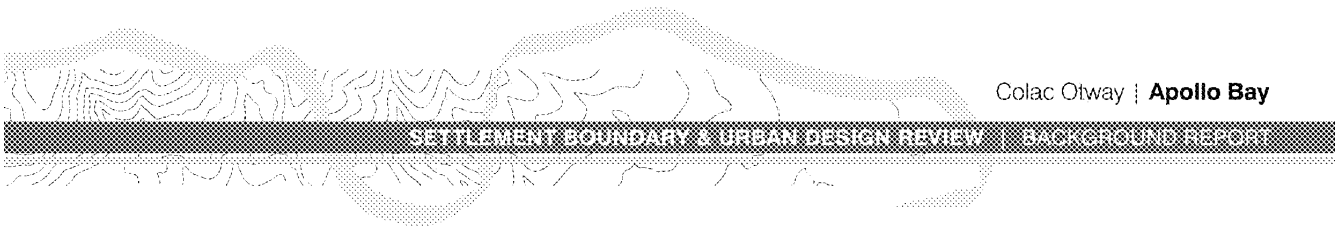
Brief summaries of all the relevant local, regional and statewide studies are provided in the following Background Report.

Local ***2***

Regional ***6***

Statewide ***9***

National ***12***



Local

Apollo Bay Structure Plan (2007)

Colac Otway Open Space Strategy

Colac Otway Shire Rural Living Strategy

Colac and Apollo Bay Car Parking Strategy

Planning Scheme Amendment C12- Flood Overlays (2011)

Colac & Apollo Bay Retail Analysis (2009)

Planning Scheme Amendment C29- Great Ocean Green proposal (2009)

Planning Scheme Amendment C17- Mariners Vue (2009)

Planning Scheme Amendment C55 – Planning Scheme Review (2009)

Colac Otway Shire Economic Development Action Agenda 2009- 2013 (2009)

Colac Otway Positive Ageing Strategy Research Paper (2008)

Colac Otway Shire Rural Land Strategy (2007)

Colac Otway Stormwater Management Plan (2002)

Apollo Bay Structure Plan (2007)

In 2007, Planisphere prepared a Structure Plan for the regionally important coastal town of Apollo Bay. Extensive consultation was a feature of the development of the Plan, and the consideration of current development pressures was required throughout. The project involved land use, public domain and built form recommendations for the township, in addition to consideration of wider issues of broad hectare growth options, infrastructure requirements and landscape context.

Relevance to the Review:

The Apollo Bay Structure Plan provides the strategic context within which the review needs to be considered.

The 2007 Apollo Bay Structure Plan identified potential growth areas based on three separate growth scenarios. Key variables in each scenario included the provision of a new water treatment facility and the potential approval of the then proposed Great Ocean Green Development being contemplated under Amendment C29.

One of the scenarios flagged possible future development to the west of Apollo Bay if Great Ocean Green did not proceed, however it was acknowledged that additional strategic work would be required to justify the appropriateness of this option.

The Planning Minister's decision to refuse C29 and approve the Apollo Bay Structure Plan with additional 'urban development investigation areas' has led to the need for Council to reconsider the validity and strategic justification of the potential for these areas to accommodate growth or a change in land use.

Furthermore, the Structure Plan included a number of strategies relating to potential urban design improvements and pedestrian linkages in Apollo Bay and Marengo. These strategies will provide the base to identifying more detailed urban design initiatives to better integrate infill and new urban growth areas with the existing settlements.

The 2007 Structure Plan was one of several documents that fed into Amendment 55, which involved the introduction of key strategic directions from the Structure Plan into the Colac Otway Planning Scheme. (Refer to Amendment C55 below for more detail).

Colac Otway Open Space Strategy

The Open Space Strategy was adopted in November 2011 and aims to explore long term visions for public open space provision in the Colac Otway Shire. The strategy examines open space planning, provision, development, preservation and management following consultation with the broader community and various stakeholders.

Relevance to the Review:

The Apollo Bay Foreshore is identified as one of the Shire's most important open space assets. The review has considered key directions relevant to the review study area, in liaison with Sykes Consulting.

Colac Otway Shire Rural Living Strategy

Council adopted a *Rural Living Strategy* in December 2011 to guide current and future rural settlement in the shire. The strategy follows on from the *Rural Land Strategy, 2007* which identified the need to provide rural residential development in planned locations, and recommended that Council undertake an assessment of suitable areas.

The strategy identifies appropriate locations for "rural living zones" where small lots could be developed. It also reviews existing zones and boundaries of small settlements throughout the Shire.

Relevance to the Review:

The Apollo Bay hinterland was assessed for potential candidate areas for the Rural Living Zone as part of the *Rural Land Strategy, 2007*; however it was concluded that there is no pattern of existing subdivision and dwelling development that would warrant application of the Rural Living Zone. The national significance of the Apollo Bay hinterland was also considered in this recommendation.

The Rural Living Strategy is therefore not relevant to the review study area and will have no direct implications for the review.

Colac and Apollo Bay Car Parking Strategy

Colac Otway Shire adopted a Car Parking Study for the commercial areas of Colac and Apollo Bay in December 2011. The project:

- Examines current levels of parking supply and demand in both townships
- Explores options to better manage existing parking supply
- Reviews the current rates for parking provision under Clause 52.06 of the Planning scheme
- Makes recommendations on the parking rates that should be applied to various land uses

The study also explores options to assist with future funding for new on and off street car parking within both townships and has resulted in a cash-in-lieu contribution for Apollo Bay.

Relevance to the Review:

The Car Parking Strategy provides useful background information to the identification of urban design initiatives and opportunities for Apollo Bay.

Planning Scheme Amendment C12 – Flood Overlays (2011)

Amendment C12 proposed to revise the existing Land Subject to Inundation Overlay (LSIO) and introduce the Floodway Overlay (FO) to some waterways, flood paths, drainage depressions and high hazard areas, in accordance with more up-to-date flood mapping received from the Corangamite Catchment Management Authority (CCMA).

The Panel concluded that while mapping was sufficient to justify its adoption as part of Amendment C12, further modelling and strategic work is required to address the potential impact of sea level rise at Apollo Bay.

The Amendment was approved by the Minister in January 2011.

Relevance to the Review:

The new flood overlays have been considered in the strategic assessment of investigation areas 2, 3 & 4.

Colac & Apollo Bay Retail Analysis (2009)

The purpose of this analysis was to prepare a retail assessment for the townships of Colac and Apollo Bay. The study provides forecasts of the potential future retail floorspace development in each of the townships, to be used as input to the Colac and Apollo Bay Car Parking Study and for other strategic planning purposes.

The analysis identifies Apollo Bay as the main focus for tourism visitation in the Shire. It concludes that:

- The population in the Apollo Bay Main Trade Area (MTA) is approximately 2,320 residents, and is projected to increase to 3,210 persons by 2025.
- Along with an increase in the visitor market, this will generate opportunities for new retail development.
- An additional 2,600m² of retail floorspace is supportable in Apollo Bay over the period 2009 to 2025.

Relevance to the Review:

The retail analysis data completed for Apollo Bay has provided useful background information to the strategic assessment of the Apollo Bay commercial area (investigation area 5).

Planning Scheme Amendment C29 – Great Ocean Green proposal (2009)

Amendment C29 proposed to rezone 170 hectares of land on the Barham River floodplain between Apollo Bay and Marengo to a Comprehensive Development Zone (CDZ), in order to facilitate development of an 18 hole golf course, club house, associated tourist facilities and 537 residential lots.

After over 5 years of discussion and assessment, Council supported the Great Ocean Green proposal (Amendment C29) in April 2008 and forwarded it to the Planning Minister for approval.

The amendment was subsequently abandoned by the Minister in 2009, preventing the Great Ocean Green development from going ahead.

Relevance to the Review:

Although Amendment C29 (Great Ocean Green) was not approved, pressures for additional residential land supply are likely to continue into the medium and long term. It is now necessary for Council to look at ways in which to accommodate potential demand for future residential development in the Apollo Bay area.

The C29 decision has provided useful background information to the review, particularly given that two of the review investigation areas are located on the site where the Great Ocean Green development was proposed.

Planning Scheme Amendment C17– Mariners Vue (2009)

Amendment C17 proposed to rezone land immediately north of the Apollo Bay township to allow residential development at Mariners Vue.

Council adopted Amendment C17 in September 2007 and subsequently approved by the Minister in 2009. The decision ensures that an adequate supply of land is provided for new residential development in the short-term.

The Mariners Vue land cannot be developed until the reticulated water supply for Apollo Bay has been augmented, which Barwon Water has committed to.

Relevance to the Review:

The Planning Minister's decision to refuse the Great Ocean Green proposal (Amendment C29) means that it is now necessary for Council to look at ways in which to accommodate potential demand for future residential development in the Apollo Bay area, beyond that which will occur at Mariners Vue.

The Mariners Vue site directly abuts the northern investigation area included in the review. The Development Plan Overlay (DPO) requirements and design guidelines that apply to the Mariners Vue site have provided useful background information for the investigation area to the north.

Planning Scheme Amendment C55 – Planning Scheme Review (2009)

Amendment 55 to the Colac Otway Planning Scheme involved significant changes to the scheme including the introduction of strategic directions arising from completion of the three year Planning Scheme Review, Colac Structure Plan, Apollo Bay Structure Plan (ABSP), Rural Land Strategy and the Victorian Government's Great Ocean Road Region Landscape Assessment Study (GORRLAS).

The amendment was the result of four years work by Council, involving significant input from the community. It took effect in June 2009.

Relevance to the Review:

Upon approval of C55, the Minister identified two additional potential residential development sites that require further strategic assessment. These sites are included in the review study area as investigation areas 3 & 4. It has considered necessary to undertake a formal strategic assessment of these sites to better understand their potential and suitability to accommodate future residential growth.

Colac Otway Shire Economic Development Action Agenda 2009 – 2013 (2009)

The *Colac Otway Shire Economic Development Action Agenda* is a five year plan aimed at facilitating and strengthening partnerships between Council, primary producers and business interests.

Relevance to the Review:

The Action Agenda is not directly relevant to the review study area; however it provides useful background information in regards to the Shire's priorities for improvement.

Actions relevant to Apollo Bay include:

- Support the Apollo Bay Harbour Precinct. (High priority)
- Develop a public transport interchange in Apollo Bay. (High priority)
- Undertake streetscape and foreshore development planning for Apollo Bay (to match harbour developments) from Mariners Lookout Road to Nelson Street. (Medium priority)
- Develop a strategy to develop a mini technology / business facility in Apollo Bay to service local knowledge based and visitor requirements. (Medium priority)

Colac Otway Positive Ageing Strategy Research Paper, 2008

This report was written to inform the Colac Otway Shire Positive Ageing Strategy. The research found that the Shire's existing service provision model for older adults was meeting the needs of many in the community. Based on the research findings, the report provides the following recommendations to improve the relevance of services and facilities for older adults:

- Update the relevant policy platform to confirm Council's commitment to positive ageing
- Continue to undertake regional research and planning in conjunction with G21 and the Department of Human Services / Deakin University partnership
- Improve the portrayal of older people in the media and government publications
- Provide greater opportunities for intergenerational programs
- Work towards provision of an age-friendly built environment
- Improve access to transport opportunities throughout the Shire
- Improve access to community events throughout the Shire
- Improve access to volunteer opportunities
- Improve access to the work force
- Improve communication and marketing services and opportunities available to older people
- Facilitate a more integrated approach to the provision of services and opportunities
- Provide a series of consumer wise information sessions and publications
- Improve access to appropriate housing
- Improve access to health services, especially considering outlying areas
- Expand on the provision of health promotion opportunities

Relevance to the Review:

The report's recommendations that relate most to the Review are underlined above and involve improving the built environment in Apollo Bay to cater better for older adults, particularly through better access opportunities.

Colac Otway Shire Rural Land Strategy (2007)

Colac Otway Shire's *Rural Land Strategy* details the outcomes of a review of all the rural land within the Shire in order to assist the Shire in its review of the planning scheme and the translation of the new Rural Zones.

The Strategy identifies candidate areas for the potential application of the Rural Living Zone (RLZ) and the Rural Activity Zone (RAZ) within the Shire.

The Strategy concluded that there is no pattern of existing subdivision and dwelling development that would warrant application of the Rural Living Zone within the Apollo Bay hinterland.

It did however identify an area of land within the Apollo Bay hinterland that was considered suitable for application of the Rural Activity Zone. This area of land was subsequently rezoned to RAZ as part of Amendment C55 (see above), in order to promote tourism/ recreational related activities.

Relevance to the Review:

The Rural Land Strategy is not directly relevant to the review study area and has had no direct implications for the review.

Colac Otway Stormwater Management Plan (2002)

The *Colac Otway Stormwater Management Plan* aims to manage and improve the quality of stormwater discharged into local waterways. It also aims to establish a common understanding and integrated approach throughout Council, external stakeholders and the community. The Plan contains recommendations that feed directly into Council's business and strategic planning framework.

The Shire's waterways are considered to be valuable assets. In addition to carrying stormwater, they provide important ecological habitats, are attractive recreational areas and in some instances enhance property values. Urban development can have a significant impact on water quality and the values of the waterways.

Relevance to the Review:

There are a number of key threat types within Apollo Bay, Barham River and Marengo that are addressed as part of this strategy: land development and building sites, up-stream inflows, major roads, residential land use runoff, industrial, septic and sewer and pests. All of these threat types pose a very high to high threat to the recreation values of Bass Strait.

The Plan encourages sensitive stormwater design i.e. water sensitive urban design in the design of new developments and projects in both the private and public sectors.

Regional

Barwon South West Regional Trails Masterplan

CCMA Barham River Flood Study (2007)

Corangamite Regional River Health Strategy (2006)

Great Ocean Road Region Strategy (GORRS) (2004)

Great Ocean Road Region Landscape Assessment Study (GORRLAS) (2003)

Barwon South West Regional Trails Masterplan

The Barwon South West Regional Trails Masterplan is a regional project involving the local government areas of Borough of Queenscliffe, Surfcoast, Corangamite, Moyne, Southern Grampians, Glenelg Shires and the Cities of Greater Geelong and Warrnambool together with the state Government departments of Parks Victoria, Department of Sustainability and Environment, VicRoads, Public Transport Division, Sport and Recreation Victoria and Regional Development Victoria.

Over recent years there has been various development of trails throughout this region, however there has been little co-ordinated planning. Subsequently few of the trails link across the region (both physically and from a marketing perspective) and opportunities are being missed to package walking and cycling options throughout the region.

The purpose of the project is to develop a detailed Masterplan for the development of existing and proposed regional trails throughout the Barwon South West region to better grasp these opportunities.

Relevance to the Review:

The Great Ocean Walk (GOW) is a highly regarded and well-publicised track that exists between Glenample and Apollo Bay (104km). The Masterplan highlights potential trail development opportunities relevant to Apollo Bay, including:

- Improving pedestrian access to the beginning of the GOW from Apollo Bay, which currently offers a poor experience for walkers.
- Establishing alternative loop trail/s with linkages to Apollo Bay, to cater for day users and provide a 'taste' of the Great Ocean Walk.

The Trails Masterplan has been closely examined when considering urban design initiatives and opportunities for Apollo Bay, to be undertaken in Stage 4 of the review process.

CCMA Barham River Flood Study (2007)

The Corangamite Catchment Management Authority (CCMA) completed a detailed hydrological study of the Barham River catchment to determine design flow estimates for the hydraulic floodplain modelling of the Barham River Flats.

This work was required for the Authorities submission to the C29 Panel Hearing into the Great Ocean Green development proposed for the Barham River Flats.

Barham River has a catchment area of 80 square kilometres. Two main catchments, East Branch and the West Branch, join together just west of Apollo Bay.

The study concluded that:

- The Barham River 100 year ARI peak flow at the Great Ocean Road is now estimated to be 250m3/sec.

- That an allowance of 0.8 metres over the next 100 years be made for the rise in sea level for greenhouse effects.
- That the hydraulic design scenarios are used to reflect the correct 100yr ARI design criteria between flood flows and tide boundary conditions.
- It is expected that the river flood events will give the highest flood levels for the proposed C29 residential pods.

Relevance to the Review:

This study is the most current flood study completed for the Barham River Flats. It has resulted in subsequent mapping changes to the flood overlays contained in the Colac Otway planning scheme (refer to Amendment C12 above). This mapping has been considered in the strategic assessment of investigation areas 2, 3 & 4.

Corangamite Regional River Health Strategy (2006)

The *Corangamite Regional River Health Strategy* was developed by the Corangamite CMA in consultation with local communities and key stakeholders. It is an umbrella strategy that sets priorities and directions for the protection and enhancement of rivers located within the Moorabool, Barwon, Corangamite and Otway river basins.

Apollo Bay and Marengo form part of the Corangamite Region. The Barham River East Branch located at the southern end of the Apollo Bay township, is identified as a high value waterway. The river provides habitats for species of national significance and holds regionally significant environment and economic values. The river is prone to a handful of high and very high threats including bank erosion, bed instability, fish barriers, channel modifications, water quality, exotic flora, degraded riparian vegetation, introduced fauna, loss of habitat, wetland connectivity and stock access.

The Strategy includes targets for the improvement of river health and encourages the development of landscape management plans and river rehabilitation plans for these areas.

Relevance to the Review:

The Barham River is located in close proximity to investigation areas 2, 3 & 4. Management strategies relating to the Barham River has been considered in the strategic assessment of these areas.

Great Ocean Road Region Strategy (GORRS) (2004)

Released in 2004, the *Great Ocean Road Region Strategy* was prepared to manage land use and transport growth demands within the region, for the next 20 years. The strategy provides direction for the State Government, each of the region's Councils, the community, businesses and other government agencies to plan for the region's future, set priorities and make decisions.

Relevance to the Review:

The review study area is part of the Great Ocean Road Region. Apollo Bay is identified as a location for growth to be accommodated, though to a lesser extent than the major coastal townships of Torquay and Warrnambool. While Apollo Bay is subject to significant challenges that limit growth potential, there are a small number of growth opportunities that require further investigation.

The Strategy highlights the importance of respecting the coastal town character of Apollo Bay. Other directions specific to coastal towns include the need to establish clear town boundaries for settlements.

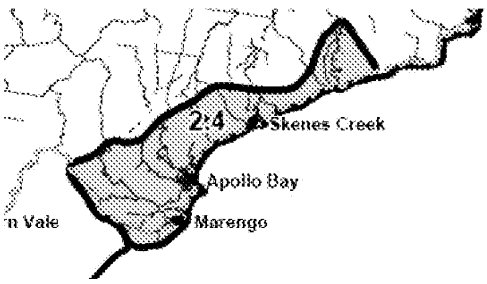
Great Ocean Road Region Landscape Assessment Study (GORRLAS) (2003)

The *Great Ocean Road Region Landscape Assessment Study* involved undertaking a landscape character assessment of the Great Ocean Road Region to form part of the overall Great Ocean Road Region Strategy (see above). The study provided a sound and consistent methodology for assessing the character of landscapes and the way in which various types of development can be managed in different landscape types.

Relevance to the Review:

The study places the townships of Apollo Bay and Marengo within Landscape Character Precinct 2.4 'Apollo Bay Coastal Valleys and Hills' (see map below). The landscape character of Precinct 2.4 is described as:

> *"...characterised by a backdrop of tall and steep, rugged hills, at the foot of which is gently rolling land, sloping down to the coast. The wide sandy beach at Apollo Bay curves around to Wild Dog Creek, with grassy dunes and low bluffs behind. The hills that encase the precinct are predominantly cleared with some remnant shrubby foothill and riparian forest vegetation. Numerous rivers and creeks incise the hills and run to the bay, which is vegetated with remnant coastal heathland scrub. This largely open, cleared precinct is surrounded by dense, wet eucalypt forest, providing a stark character contrast."*



The following landscape objectives were determined for the precinct:

- To increase the use of indigenous vegetation to highlight natural features within the precinct.
- To consider the contrasts between landscape elements within the precinct.
- To ensure that development that occurs on hill faces or in other prominent locations is not highly visible and sensitively designed.
- To minimise the visual impact of signage and other infrastructure, particularly in coastal areas, hill faces and ridges.
- To protect the clear sweeping views to the ocean available from the precinct.
- To retain the dominance of an indigenous natural landscape in coastal areas, between townships, particularly from the Great Ocean Road and avoid ribbon development.

These landscape objectives subsequently formed the basis of Schedule 3 to the Significant Landscape Overlay within the Colac Otway Planning Scheme. GORRLAS, along with the SLO have been considered in the strategic assessment of all investigation areas included in the review.

Statewide

Victorian Government's Future Coasts program (2011)

Bushfire Royal Commission Final Report (2010)

Victorian Coastal Acid Sulfate Soils Strategy (2009)

CSIRO Sustainable Communities Initiative (2009)

Victorian Coastal Strategy (2008)

Coastal Spaces Landscape Assessment Study (CSLAS) (2006)

Victorian Dryland Salinity Assessment (2000)

Victorian Government's Future Coasts program (2011)

Future Coasts, led by the Department of Sustainability and Environment is seeking to provide a comprehensive vulnerability assessment of the risk of climate change to the Victorian coastline. The program will also develop strategies, planning tools and other responses for coastal planners and managers to adequately manage the risks and minimise the impacts of climate change.

High-resolution digital elevation modelling (DEM) for the Victorian coastline has been captured and provides a more accurate model of storm surge, waves, coastal processes, recession and inundation along the coast under different sea level rise scenarios. Modelling of potential sea level rise scenarios has not yet been publicly released.

Relevance to the Review:

The DEM data has been analysed and used to inform the final recommendations for each of the Review Investigation Areas. Unfortunately, the modelling of potential impacts were unavailable during the course of the study.

Bushfire Royal Commission Final Report (2010)

The *Bushfire Royal Commission Report* was compiled in response to the severe fires throughout Victoria on 7th February 2009. The Commission was established to understand the event and minimise the risk of a similar tragedy occurring in the future. This report includes the findings of this process.

Relevance to the Review:

The report does not specifically deal with Apollo Bay or Marengo or even coastal areas generally. However, like many other Councils, Colac Otway Shire has made policy changes after the fires to improve bushfire preparedness, response and recovery. This is important to consider for Apollo Bay and Marengo since part of Marengo's township as well as the outskirts of Apollo Bay's township are subject to a Wildfire Management Overlay (WMO).

Victorian Coastal Acid Sulfate Soils Strategy (2009)

Acid Sulfate Soils are naturally occurring soils containing iron sulphides, generally found in low lying areas within coastal areas. In a water-logged state these soils are harmless but, when exposed to air, the iron sulfides can oxidise producing acid which can then leach into the environment.

The Strategy aims to protect the environment, humans and infrastructure from the effects which can occur if CASS is disturbed. The emphasis of the strategy is on avoiding the disturbance of CASS.

The effects of acidic water include:

- death and bleaching of vegetation

- unusually clear or milky, blue-green drain water within or flowing from the area
- extensive iron stains on drain or pond surfaces; or iron-stained water and ochre deposits
- corrosion of concrete and/or steel infrastructure
- skin irritation after exposure to acidic water
- loss of water quality
- dead fish

Prospective maps of areas where coastal acid sulfate soils (CASS) are likely to occur have been prepared. These areas are identified as being at high risk in the event of soil disturbance from development and land use change.

Relevance to the Review:

Land within Apollo Bay has been identified as potentially containing Coastal Acid Sulfate Soils. However, mapping included in the Strategy is not comprehensive enough to detail specific areas.

A list of prospective CASS sites in Victoria can be found on the Department of Primary Industries website: http://new.dpi.vic.gov.au/

Both the Barham River estuary and Wild Dog Creek are identified as potentially containing Acid Sulfate Soils. The website also states that:

> *'Consultant's reports for development along the Barham River and the report by Fitzpatrick et al. (2007) have proved CASS is present, including actual acid sulfate soil'.*

It is recommended that a Coastal Acid Sulfate Soil assessment be undertaken for Area 1, which is recommended for rezoning to Residential 1 Zone.

CSIRO Sustainable Communities Initiative (2009)

One of the projects undertaken as part of the *Sustainable Communities Initiative*, or SCI was *Developing Sustainability Strategies for Regional Communities in Victoria*. This involved five localities, one of which was Apollo Bay. The project was designed to assist communities to analyse their existing situation and direction, define a shared vision for their future and develop pathways for addressing local sustainability challenges and opportunities.

The workshops triggered new ways of thinking about the future and helped participants to see that staying the same in the future (in terms of town size and economic diversity) would be unattractive because the character of the town would change.

The Apollo Bay report highlights the importance of emphasising the fact that Apollo Bay is an amenity oriented region.

> *'This means that diversification needs to be consistent with tourism, which will continue to dominate the economy for the foreseeable future. In addition, diversification needs to be consistent with the character of the town. The relaxed, friendly atmosphere of the town and the beautiful setting are what makes Apollo Bay a special place for locals and tourists alike. Any changes to increase the diversity of the town need to complement this character.'*

Relevance to the Review:

The Apollo Bay report provides a well rounded snapshot of issues and opportunities for the township in the future. The research analysis, expectations and visions contained within the report have provided valuable background information to the review.

Victorian Coastal Strategy (2008)

The Victorian Coastal Strategy sets a long term vision for the coast and provides policies and actions to guide decisions about its management over the next five years. The Strategy responds to three key issues identified facing Victoria's coastline including:

- Climate change which will result in impacts on the coast, including rising sea levels;
- Rapid population growth in coastal areas; and,
- The health of Victoria's unique and valued marine environment.

Relevance to the Review:

Apollo Bay, with an estimated permanent population of approximately 1100 is designated in the Strategy as having moderate growth capacity. Alongside Torquay and Warrnambool, Apollo Bay is identified as one of the few places along the south-west Victorian coastline with the potential to accommodate future urban growth '*beyond existing urban zoned land or through infill, within defined settlement boundaries*'.

The Strategy provides a number of policies and actions that are specifically relevant to coastal settlements with capacity for growth such as Apollo Bay.

There are many coastal hazards that need to be considered in planning for Apollo Bay such as wildfire, flooding, acid sulfate soils, landslip and landslide. Council will need to determine if a coastal hazard vulnerability assessment is required to assist in the decision making process.

Coastal hazard vulnerability assessments can be undertaken by a suitably qualified coastal engineer or coastal processes specialist to assist with understanding erosion rates and developing appropriate setbacks or protection works.

In some instances, where local geology may be unknown or unstable, or where inundation from rivers and streams may

also be an issue, advice can also be sought from a qualified hydrological or geotechnical expert.

Coastal Spaces Landscape Assessment Study (CSLAS) (2006)

The *Coastal Spaces Landscape Assessment Study* was undertaken in 2006 as part of the 'Coastal Spaces Initiative' led by the Department of Sustainability and Environment. The project involved assessing the landscape character and significance of the Victorian coastline (including the inland hinterland). It produced planning-scheme ready controls and policies aimed at improving the quality of coastal development, and limiting its spread outside established settlements.

Relevance to the Review:

Apollo Bay is surrounded by steep sloping hills and the Barham River valley which form part of a nationally significant landscape, and present significant environmental challenges relating to flooding, landslip and potential coastal acid sulfate soils. Whilst the Study acknowledges that there is some scope for the township to grow, these constraints limit the extent to which this can occur.

Planning for the development of Apollo Bay and Marengo through this study has taken into consideration its landscape character, including all relevant schedules to the Significant Landscape Overlay within the Colac Otway Planning Scheme.

Victorian Dryland Salinity Assessment (2000)

Sinclair Knight Merz and Agriculture Victoria - Centre for Land Protection Research were commissioned by the National Land and Water Resources Audit to undertake this study, which seeks to determine the extent and impact of dryland salinity in Victoria.

This study and the companion have provided a useful first estimate of the regional extent and potential impacts of shallow water tables and dryland salinity, including impacts on agricultural land use, infrastructure, wetland habitat, threatened flora and fauna, and on water resources.

Relevance to the Review:

Apollo Bay is one of many townships in Victoria with a dryland salinity risk. Monitoring remains a key component of the Victorian Salinity Program.

National

National Heritage List

National Heritage List

Australia's *National Heritage List* includes natural and cultural places that are of outstanding heritage value to the nation and help provide the country with its national identity. Places included in the National Heritage List are considered matters of national environmental significance and are protected under the Environment Protection and Biodiversity Conservation (EPBC) Act, 1999.

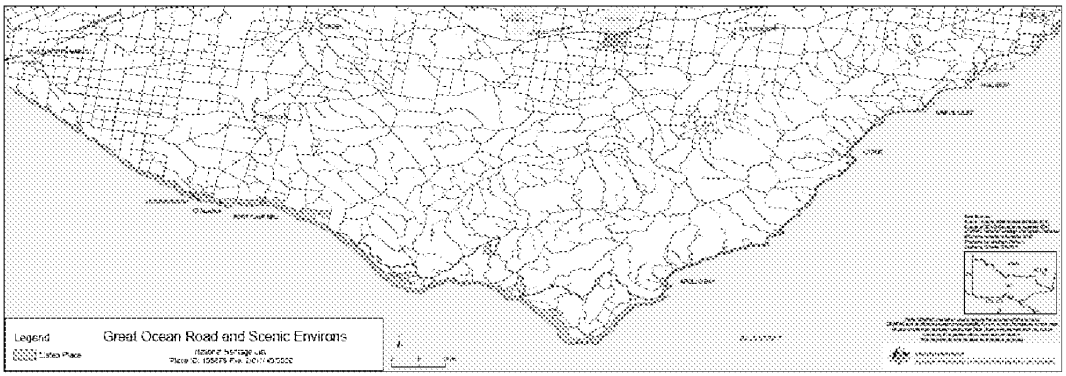
Relevance to the Review:

The Great Ocean Road and its scenic environs (*refer to map of the area below*) were included on the National Heritage List on the 7th April 2011. The area was found to have national heritage values under seven of the nine criteria. Reasons for its inclusion can be summarised as follows:

1. Importance in history
2. Rarity (geomorphological diversity, fossils)
3. Potential to contribute to research
4. Able to demonstrate principal characteristics of a class of place
5. Aesthetic characteristics
6. Social value
7. Strong / special association with significant people

Implications of the heritage listing will mean that certain activities will require closer consideration in order to avoid or minimise significant impacts to the heritage values of the Great Ocean Road. Specific activities that may require referral to the Commonwealth Environment Minister include:

- New large scale residential subdivision (if within listed boundary or within sight of road and lookouts)
- New large scale industrial structures (if within listed boundary or within sight of road and lookouts)
- Major vegetation removal (if within listed boundary or within sight of road and lookouts)
- Large scale planned road improvements or realignment.



Map of Great Ocean Road and Scenic Environs Nationally Heritage-Listed Places

APOLLO BAY SETTLEMENT BOUNDARY & URBAN DESIGN REVIEW

CONSULTATION REPORT

JUNE 2012

Colac Otway SHIRE

Purpose of this Report

This aim of this report is to provide a summary of feedback received during the consultation phases of the *Apollo Bay Settlement Boundary & Urban Design Review*. Consultation during the Review process was undertaken in two phases, as detailed below:

Phase 1: Consultation on Issues

On Saturday March 26th, a three hour *Information 'Drop-In' Session* was held in the Krambruk Room at the Apollo Bay Hotel. The purpose of the session was to:

- Inform the wider community about the commencement of the Review
- Explain the context, aims and intent of the Review
- Seek input to the *Issues Analysis Report*
- Assist people to complete a Feedback Form, noting their particular issues and concerns

Prior to the Drop-In Session, a Project Bulletin was prepared and distributed to all landowners and residents in Apollo Bay and Marengo. The Bulletin provided a summary of the Review process and details of the Information Drop-in Session. A Feedback Form was attached to enable easy submission of written comments.

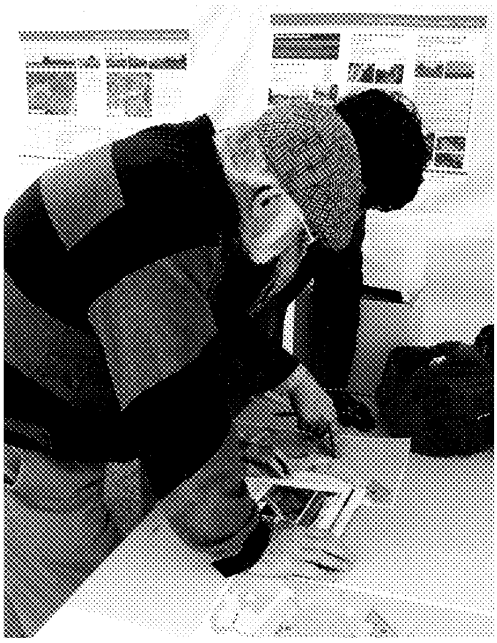
A summary of comments received during the first phase of consultation is provided on the following pages. Comments received were used to inform the development of recommendations, as contained in the Draft Report.

Phase 2: Consultation on Draft Review Report

After completion of the *Draft Review Report* in August 2011, a second Project Bulletin was prepared and distributed to all landowners and residents in Apollo Bay and Marengo. The Bulletin provided an update of the Review process, information on where to view the *Draft Review Report* and details of the second Information Drop-in Session. A Feedback Form was attached to enable easy submission of written comments.

On Saturday September 10th, a second three hour *Information 'Drop-In' Session* was held at the Apollo Bay Community Market (located on the Apollo Bay Foreshore). The purpose of the session was to:

- Inform/ update the wider community about the Review process and its recommendations
- Seek input to the *Draft Review Report*
- Assist people to complete a Feedback Form, noting their particular issues and concerns



Summary of Feedback: Phase 1 (Issues)

The following pages provide a summary of the feedback received during Phase 1 of consultation. The number in the brackets indicates the amount of comments received on that particular point.

Investigation Area 1

Environment

- Steep, unstable land that is subject to slippage (3)
- Large amounts of water flow in sheets down the hillside, potentially inviting serious problems for development of this area (3)
- Development above the 40m contour should be prohibited (2)
- Development should be limited to the 30m contour to reduce environmental impacts (2)
- Wild Dog estuary and creek system is highly sensitive and flood prone (2)
- Need to consider the existing overlays (SLO & ESO). Development on a landscape of natural/ environmental significance is inappropriate (2)
- Development would interrupt natural drainage lines. Development and associated storm water infrastructure would be detrimental to the adjacent wetlands/ swamp land, which is home to a diverse range of native fauna (2)
- Land slippage has recently occurred below the 40m contour line (1)
- Signs of past landslides in the steep north-west of the area (1)
- Landslip will become more prevalent if vegetation cover is removed (1)
- Development would result in loss of coastal habitat (1)
- Review needs to take into account the Apollo Bay Estuaries Management Action Plan (1)
- Notional 40m contour limit needs to be reviewed. Development below this will still create loss of habitat (1)
- Land management above the 30m contour is a concern as it is impassable by vehicle and difficult by foot (1)
- Any proposed subdivision should consider and make allowance for existing erosion issues and potential landslides (1)
- If development is to proceed, the steep upper slopes of the site should be planted with trees similar to the site to the east. Trees will retard run-off with benefits for erosion and potential landslides as the trees mature (1)

Views

- More consideration needs to be given to protection of the visual landscape (1)
- Loss of important, iconic views, particularly from along the Great Ocean Road and the Harbour (2)
- Development will destroy the rural character and unique beauty of the area (1)
- Development should be limited to the 30m contour to reduce visual impact from the road, beach and town (2)
- Any development of the area should include a substantial nature reserve along the road to minimise visual impact of development from the Great Ocean Road (1)
- Notional 40m contour limit needs to be reviewed. Existing development adjacent the bend on Mariners Lookout Road has a detrimental impact on views (1)
- Development should be limited to the 30m contour to reduce visual impacts (1)

Land Use/ Zoning

- Potential rezoning should be limited to the 30m contour, and not include the properties to the north east (3)
- Areas 1 and 2 seem to be the most plausible for residential development (1)
- Land should be used for tourism development, not residential (1)
- Area 1 is a prime site for tourism development (1)
- What would be the future use of the land above the 40m contour and under the 10m contour if development was to go ahead? (1)
- If development was to go ahead in Area 1, need to ensure that adequate open space and connections are provided (1)
- Effect of potential public pathway along the 40m contour on Mariners Vue needs to be considered (1)

Density

- High density development (average lot size of 450m²) in this area should not be supported (1)
- A low-density layout that offers variety and a diverse range of lot sizes (between 6 and 20m wide) should be established (1)
- Manley Street in Marengo provides a good example of the type of density we should be aiming for (1)

Traffic/ Connections

- Concerns were raised over long-term traffic management. Development of an alternate route to the Great Ocean Road should be considered (2)
- A road link should be considered through the site, along the 20m contour (1)

Land Supply and Demand

- Elongation of township boundary will not encourage increased density within the existing township boundary as encouraged in existing policy (1)
- Currently sufficient land supply within township boundary. This review presents an opportunity to redesign Mariners Vue to better accommodate current and future land requirements (1)

Social

- Ocean views will attract wealthy investors but will not help the social needs/ accommodate people who work and live in Apollo Bay (1)
- Affordable options should be developed in the area to provide for a range of different people (1)

Water/ Sewerage Supply

- Area 1 will require a new water supply tank and booster pumping system due to its high elevation and location. These will need to be developer/ owner funded (1)
- There is currently sewer upgrade works planned downstream of Area 1 and it is likely that this area can be catered for by this upgrade, however further investigation will need to be conducted closer to the time of development (1)

Township Boundary

- Existing policy discourages ribbon development between settlements. Mariners Vue development was designed to form the northern township boundary for the next 20 years (1)

Investigation Area 2

Land Use/ Zoning

- Areas 1 and 2 seem to be the most plausible for residential development (1)
- Would be happy to see Area 2 rezoned for residential to allow for subdivision of properties (1)
- Area 2 should be zoned low density residential with lots of approximately 1-2 acres (1)
- Buffer zones for industrial land and transfer station limit potential redevelopment opportunities (1)
- Compromises should be made with industrial land owner to backzone some industrial land to Rural Conservation (1)
- All land fronting Tuxion Road up to Old Tuxion Road should be considered for rezoning (1)

Traffic

- Concerns were raised over long-term traffic management (1)
- Development of an additional road should be considered to provide a link between Cawood Street and Montrose Avenue. This would provide an alternate route to divert traffic away from the school (1)

Environment

- Development above the 40m contour should be prohibited (1)

Water/ Sewerage Supply

- Area 2 will require a new water supply tank and booster pumping system due to its high elevation and location. These will need to be developer/ owner funded (1)
- Area 2 is not likely to impact on the capacity of the existing sewer system, however if development was to occur, actual flows from this area will need to be investigated closer to ensure that the existing sewer system can cater for additional flows (1)

Investigation Area 3

Environment

- Need to consider environmental overlays on the land (SLO3 & EMO1). The area is prone to flooding, erosion and land slippage (2)
- Landslip has already occurred and may occur in the future. Steep slopes will become more vulnerable when vegetative cover is removed (2)
- Area is unsuitable for residential development due to flooding and drainage issues (3)
- Area is steep and unsuitable for building (1)
- No development should be allowed along Seymour Crescent as this will destroy the character/ significance/ ambience of the landscape (3)

Views

- Concerns over loss of important public/ private views and vistas along Seymour Crescent (5)
- Not worth destroying views for a small number of lots (1)
- Tourists and residents use Seymour Crescent daily as a walking track with spectacular views (1)

Traffic

- Development will impact on traffic along Seymour Crescent (1)

Water /Sewerage Supply

- Area 3 can be serviced from the existing water supply system (1)
- East of Hobson Street can be connected to existing sewer system by gravity fed sewers, though these will need to be upgraded. The area to the west of Hobson Street will need to be serviced by septic systems. Pumps would be required to connect to the existing sewer system, at full cost to the developer (1)

Other General Comments

- Area 3 might allow for some limited development if issues regarding environment, amenity and access are addressed (1)
- Area 3 is suitable for large sized residential lots (1)

Investigation Area 4

Environment

- Area is unsuitable for residential development due to flooding and drainage issues (2)
- Area 4 may potentially be a site of aboriginal cultural heritage significance (1)

Views

- Concerns over loss of important public views and vistas (2)

Land Use/ Zoning

- Area 4 might allow for some limited development if issues regarding environment, amenity and access are addressed (1)
- Area 4 is best suited for resort/ convention development (1)

Water/ Sewerage Supply

- Area 4 can be serviced from the existing water supply system (1)
- A new sewer may be constructed along the 5m contour to connect with existing lots, funded by the developer (1)

Investigation Area 5

Land Use/ Zoning

- Area 5 should not be rezoned, as existing business land is not currently being utilised (2)
- Rezoning would conflict with adjoining land uses (1)
- Rezoning would unnecessarily elongate the township (1)
- Area 5 might allow for some limited development if issues regarding amenity and access are addressed (1)
- If land at 165 and 167 Great Ocean Road is rezoned, landowners of adjacent property (163) would be happy if their land is included in the rezoning (1)

Height Controls

- Height limits should be defined in metres, as well as storeys (1)

Water/ Sewerage Supply

- Area 5 can be serviced from the existing water supply system (1)
- Any future development in Area 5 could be connected to existing sewers (1)

Other General Comments

- Support further development as this will bring an increase in services, however the release of further land is not currently warranted. Many years of supply still exist and current demand is low (1)
- The permanent population of Apollo Bay is dwindling due to a lack of affordable housing/ excess of expensive holiday houses that are vacant for most of the year (1)
- Delineation of Apollo Bay should be rigorously specified and enforced (1)
- Concerns over the impact that development will have on the existing rural character of Apollo Bay (1)
- Recent subdivisions are more representative of 'suburban' development. This does not fit in with the seaside character of Apollo Bay. Innovative design thinking is required so new development respects the existing character of Apollo Bay (1)
- Rain water tanks should be mandatory in all new development as water supply is seasonally challenged (1)
- Pedestrian links on Pascoe Street North turn into a mud bath after rain (1)

Summary of Feedback: Phase 2 (Draft Report)

The following pages provide a summary of the feedback received during Phase 2 of consultation, and a response is provided under each.

Investigation Area 1

Comment:

- Development should not be allowed to occur above the 30m contour.

Response:

- The Review recommends that development should not occur above the 40m contour. The 40m contour line runs very close to a clear break of slope on the site. It is considered that the slope of land below this contour can structurally accommodate development, and any development would not have a detrimental impact on vegetation or views. This is in line with existing coastal policy, the proposed Mariners Vue development, and existing built form on the site.

Comment:

- Not against the development of Area 1 but no development should occur on the slope.

Response:

- In line with report recommendations.

Comment:

- The review ignores the delicate nature of the land next to the Wild Dog Creek by allowing for subdivision within wetlands.

Response:

- Design Guidelines developed for Area 1 seek to ensure that direct impacts to the Wild Dog Creek environs are avoided. A detailed stormwater management strategy that addresses the environmental significance of the creek will need to be prepared as part of any future development process.

Comment:

- Against development occuring within Area 1 due to the environmental significance of the area.

Response:

- Design Guidelines developed for Area 1 seek to ensure that the sensitive landscape, biodiversity, environmental and habitat values of the Apollo Bay coastal valleys and hills, and Wild Dog Creek environs are protected.

Comment:

- If development does occur within Area 1, it will need to be significantly set back from Wild Dog Creek as this is becoming an important wildlife habitat.

Response:

- In line with report recommendations.

Comment:

- Area 1 should be zoned Residential 1 Zone.

Response:

- In line with report recommendations.

Comment:

- Amendment C17 set the Apollo Bay township boundary for the next 20 years approx.

Response:

- The Planning Minister's decision to refuse the Great Ocean Green proposal (Amendment C29) means that it is now necessary for Council to look at ways in which to accommodate potential demand for future residential development, beyond that which will occur at Mariners Vue.

Comment:

- Development of Area 1 will need to take into account the lot sizes and layout of the Mariners Vue development. Mariners Vue was designed as an 'edge of town' development, therefore the design will need to be reconsidered.

Response:

- The Review recommends providing the opportunity to revise Schedule 4 to the Development Plan Overlay (Mariners Vue) to allow reconsideration of proposed lot sizes and street network, as part of the rezoning of Investigation Area 1.

Comment:

- Rezoning of Area 1 would not provide the market variety which would have been achieved by Amendment C29.

Response:

- Design Guidelines developed for Area 1 recommend a minimum lot size of 600m², and maximum lot size of 2000m². This is considered to provide appropriate variety within this location.

Comment:

- A staged release of residential land should be required, restricting any release of new residential land prior to a 75% take up of the Mariners Vue development.

Response:

- Outside the scope of this study.

Investigation Area 2

Comment:

- Area to the west of the PPRZ should not be zoned R1Z due to flooding issues.

Response:

- The Review recognises the flood prone nature of the land as such recommends that a land swap arrangement be considered

Comment:

- Area 2 should be zoned Industrial 1 Zone.

Response:

- Findings of the Supply and Demand Assessment conclude that no further industrial zoned land is needed in Apollo Bay in the next 10 years.

Comment:

- Pleased to see the review considers the risk of flooding within this area. Scope for land swaps and infill to occur, as recommended.

Response:

- In line with report recommendations.

Comment:

- Area to the west of Anderson Creek could be suitable for residential development.

Response:

- Land located to the west of Anderson Creek is subject to inundation/flooding, and further constrained by industrial buffer zones. Access to the area is also a major constraint.

Comment:

- A development strategy should be prepared for Area 2 up to the 40m contour to allow for an increase in Residential 1 land and a decrease in industrial land.

Response:

- Refer to justification relating to recommendations for Area 2 within the Review Report. The Review outlines potential options for the restructure/rezoning of land surrounding Area 2.

Comment:

- The non-complying concrete plant should be encouraged to move near to the Transfer Station to allow residential development to occur to the north of Montrose Avenue.

RESPONSE:

- Development potential within this area of land is limited due to the land being subject to inundation/flooding.

Investigation Area 3

Comment:

- No development should occur within Area 3.

Response:

- In line with report recommendations.

Comment:

- Development of Area 3 would destroy the views available from Seymour Crescent.

Response:

- In line with report recommendations.

Comment:

- Fully support the conclusion and recommendations for Area 3.

Response:

- In line with report recommendations.

Comment:

- Seymour Crescent should be resealed and contain a footpath along its entire length and into Costin Street.

Response:

- This area been added to the Urban Design Initiatives relating to 'outer areas pedestrian connections' within the report.

Comment:

- Area 3 is a sensible area for infill.

Response:

- Refer to justification relating to recommendations for Area 3 within the Review Report.

Investigation Area 4

Comment:

- Fully support the conclusion and recommendations for Area 4.

Response:

- In line with report recommendations.

Comment:

- Area 4 is a sensible area for infill.

RESPONSE:

- Refer to justification relating to recommendations for Area 4 within the Review Report.

Investigation Area 5

Comment:

- Support the conclusions and recommendations for Area 5.

Response:

- In line with report recommendations.

Comment:

- Fully support the conclusion and recommendations for Area 5.

Response:

- In line with report recommendations.

Comment:

- Area 5 should be zoned Business 1 Zone.

Response:

- Refer to justification relating to recommendations for Area 5 within the Review Report.

Other Comments

LAND SUPPLY & DEMAND

Comments:

- Against any further development occurring within Apollo Bay and Marengo. Apollo Bay has lost its charm.
- Believe that the uptake of residential land will continue to drop in the foreseeable future. Question the accuracy of the land supply and demand assessment.
- Do not support linear expansion of the township. Encouraging infill would be more appropriate and in line with planning policy.
- Question claims contained in the land supply and demand assessment. The 'crisis' in land shortage suggested seems to be artificial. Need to consider infill first.

Response:

- Apollo Bay has been designated for future urban growth by State Planning Policy. The potential for infill was considered as part of the Land Supply and Demand Assessment. The assessment concludes that while infill lots within the township provide some capacity for residential development, infill alone will not be able to accommodate the projected growth needs for the township.

Comment:

- A large amount of residential properties are vacant for most of the year- rezoning to accommodate more residential is obscene. Energy and money would be better spent improving existing infrastructure.

Response:

- The Review considers land supply and demand for the next 15 years. Urban Design Initiatives developed as part of the Review recommend a number of improvements to infrastructure within the township.

GEOTECHNICAL ANALYSIS

Comment:

- Object to claims suggesting geotechnical issues associated with Areas 3 and 4. Believe that all or some of the land is suitable for residential development. Will provide Council with a peer review geotechnical report as soon as possible.

Response:

- Further information relating to Areas 3 and 4 is unnecessary given the combination of reasons for lack of support for development of this site.

ADDITIONAL AREA FOR URBAN GROWTH

Comment:

- Propose that an additional investigation area centred on Tuxion Road be included for review. This area provides a suitable location for urban development.

Response:

- A large percentage of the proposed investigation area falls above the 40m contour, which is not suitable for development. The small portion of land located below the 40m contour is subject to inundation/flooding and a natural drainage line runs through the centre, significantly limiting development potential. Potential development of this site would also require Barwon Water to pump water up to this high point, which would be costly.

BYPASS ROAD

Comment:

- Construction of a by-pass road is imperative due to traffic congestion and coastal erosion.

Response:

- Outside the scope of this study.

birregurra neighbourhood character study

hansen

Colac Otway SHIRE

prepared by hansen partnership pty ltd
for colac otway shire council
june 2012

urban planning | urban design | landscape architecture

acknowledgements

Study team

- David Barnes, Project Director and Planner
- Emily Hillebrand, Project Urban Designer and Planner
- Ben Dohrmann, Project Manager and Planner
- Goksel Karpat, Urban Designer and Graphics

The assistance of the following officers at Colac Otway Shire City Council is gratefully acknowledged:

- Doug McNeill
- Don Lewis
- Daniel Pech

Steering Committee

Cr Brian Cook	Councillor, Colac Otway Shire City Council
Greg Fletcher	Manager Health and Community Services, Colac Otway Shire City Council
Paula Gardiner	Manager Capital Works, Colac Otway Shire City Council
Mick Cosgriff	Economic Development Officer, Colac Otway Shire City Council
Ian Seuren	Manager Recreation Arts and Culture, Colac Otway Shire City Council
Doug McNeill	Manager Planning and Building, Colac Otway Shire Council
Don Lewis	Senior Strategic Planner, Colac Otway Shire City Council
Daniel Pech	Strategic Planner, Colac Otway Shire City Council
Greg Hayes	Regional Planner, Department of Planning & Community Development

Community Reference Group

- Ian Court
- Geoff Downard
- Phillip Kennon
- Ian Fox
- George Johnson
- Christine West
- Gary Battye
- Sarah Handscomb
- Peter Falkiner
- Vickery Jeffrey
- Fiona Brandschild

Birregurra Community

A thank you is extended to the community members who attended the consultation events and stakeholders who gave their time generously to provide input to the study.

table of contents

1 overview 1

1.1 introduction 1
1.2 what is neighbourhood character? 1
1.3 core study objectives 2
1.4 study focus 2
1.5 study area 2

2 summary of issues analysis paper 4

2.1 impact from reticulated sewerage 4
2.2 controls over buildings 4
2.3 vegetation protection 4
2.4 streetscape elements 5
2.5 township entries 5

3 existing character 6

3.1 consultation 6
3.2 fieldwork 7
3.3 existing character sheets 7

4 preferred character areas 15

4.1 rationale behind the different areas 15
4.2 preferred character area a 19
4.3 preferred character area b 22
4.4 preferred character area c 25
4.5 preferred character area d 28
4.6 preferred character area e 30
4.7 general requirements 30

5 greenfield subdivision 33

5.1 guidelines for subdivision 33

6 public realm character issues 35

7 planning scheme implementation 37

7.1 potential mechanisms 37
7.2 recommendations 39
7.2.1 modifications to the municipal strategic statement 39
7.2.2 introduction of a design and development overlay 39
7.2.3 introduction of a vegetation protection overlay 40
7.2.4 introduction of the study as a reference document 41

table of figures

figure 1 - study area 3
figure 2 - existing character areas 9
figure 3 - preferred character areas 17

appendices

appendix 1 – fieldwork data collection sheet

1 overview

1.1 introduction

Colac Otway Shire Council commissioned Hansen Partnership to undertake the Birregurra Neighbourhood Character Study in June 2011.

The rationale for the study is the need to plan for the future development of Birregurra given the recent connection to reticulated sewerage by Barwon Water. Therefore, the primary focus of the study is to establish a planning framework to appropriately manage the impact of new development on the existing neighbourhood character, and to assist in determining the design, form and quality of housing to be developed. The current draft Birregurra Structure Plan project has been extended to ensure the findings of the Neighbourhood Character Study are taken into account before the Structure Plan is finalised.

State planning policy seeks to encourage planning for regional areas that develops and reinforces the distinctive roles and character of each township. Colac Otway Shire Council recognises that townships have their own distinctive character with tree lined avenues and 'turn of the century' streetscapes, houses, commercial and public buildings and their surrounding rural and landscape settings. Development pressures, high costs of accommodation for tourists and workers and an increase in tourist numbers in Lorne and other coastal communities has seen more people exploring nearby towns such as Birregurra for accommodation and recreation.

The appeal of townships such as Birregurra requires careful consideration of how residential development can provide a balance between old and new. Hence, this study provides the 'guidelines' as to how new development should be managed in Birregurra to respect and enhance the valued characteristics of the township and to reinforce its distinctive role and character of the place.

1.2 what is neighbourhood character?

The Department of Planning and Community Development Practice Note on 'Using the Neighbourhood Character Provisions in Planning Schemes' defines neighbourhood character as:

> *The combination of the public and private realms. Every property, public place or piece of infrastructure makes a contribution, whether great or small. It is the cumulative impact of all these contributions that establishes neighbourhood character.*

Respecting character does not mean preventing change. In simple terms, respect for the character of an area means that development should be designed in response to its context. Depending on an area, there are several broad approaches to respecting character:

- Respecting the bulk and form of surrounding development;
- Respecting the architectural style of surrounding development; and
- Responding to other items such as vegetation, street characteristics, lot sizes etc.

Respecting neighbourhood character does not mean mimicry or pattern book design, or limiting the scope of design interpretation and innovation. Instead, it means designing development in response to the features and characteristics identified in the neighbourhood.

1.3 core study objectives

The core objectives of the study are:

- To develop character objectives and design guidelines for new residential development within existing areas, in order to respond to the valued character of these areas;
- To develop character objectives and design guidelines that can be applied to new residential growth areas (where these are identified in any Structure Plan prepared for Birregurra), in order to respect the rural town character of Birregurra; and
- To provide recommendations on the statutory implementation of the study, including consideration of the range of tools available in the Victoria Planning Provisions (VPPs).

1.4 study focus

The purpose of the Neighbourhood Character Study is to review the character of residential areas within Birregurra with a view to recommending appropriate planning tools from the VPPs, to effectively address and appropriately manage future development.

The Neighbourhood Character Study involves a three stage process incorporating:

- Stage 1: Issues Analysis Paper;
- Stage 2: Existing Character Statements; and
- Stage 3: Future / Preferred Character Areas and Design Guidelines.

The role of the *Issues and Analysis Paper* was to build on the basic 'understanding of the place' through a more detailed background assessment and consultation process that provides a clear summary of the key issues that should be addressed. The *Birregurra Neighbourhood Character Study* (this document) provides further information on existing and future character precincts and subsequent design guidelines. For any recommendations following on from this study, it will be necessary to pursue a planning scheme amendment to implement such changes within the Colac Otway Planning Scheme.

1.5 study area

The study area for the purpose of the Neighbourhood Character Study includes all land defined by Figure 1, which includes the following areas:

- The existing township boundary, which includes:
  - Land within the Township Zone and Low Density Residential Zone (refer to Figure 2 on p6).
  - The golf course and football oval/sporting facilities.
  - The railway station and Industrial 1 Zone to the north of town.
- The 'investigation area' to the north-west of town defined in the draft Birregurra Structure Plan.

All other areas outside the study area are zoned for farming and hence cannot be developed for urban residential purposes. Therefore, those areas are not considered as part of the study.

birregurra
neighbourhood
character study
figure 1 - study area
legend
investigation area
investigation area
railway station
main street
Project Ref:
Dwg No:
Scale:
Date: 05.10.11
Revision: A

2 summary of issues analysis paper

2.1 impact from reticulated sewerage

Until recently, Birregurra has not been connected to a reticulated sewerage system, which means that properties have remained relatively large, to accommodate on-site wastewater treatment systems. In the absence of reticulated sewerage, each lot must be large enough so that it is capable of treating and retaining all wastewater on-site, in accordance with the State Environment Protection Policy (Waters of Victoria) under the Environment Protection Act 1970.

The connection to reticulated sewerage by Barwon Water will unlock the potential for smaller lot subdivision and multi-unit development within the town, as there is currently no restriction on minimum lot size within the Colac Otway Planning Scheme. Clause 56 of the Planning Scheme provides 'standards' for subdivision, however potentially landowners could apply for lots down to 600 sqm, or even 300 sqm as part of a multi-unit permit application.

The Neighbourhood Character Study will need to investigate the appropriateness of planning controls or guidelines regarding the size of lots and medium density development within Birregurra.

2.2 controls over buildings

Where a planning permit is not required, there is generally no control over the design and layout of buildings, other than for the basic setback requirements etc provided in the building regulations (similar to the requirements of Clause 54 of the planning scheme for detached houses). Under the existing planning controls that apply to the urban areas within Birregurra, a planning permit is not required for a single dwelling on a lot (unless the lot is less than 300 sqm). However all multi unit development is subject to a planning permit and the provisions of Clause 55 apply, which do trigger the possibility of taking into account neighbourhood character considerations for multi-unit developments.

Overlay controls (refer to Page 9 to 11) may trigger the need for a planning permit in relation to other objectives such as flooding or erosion management. However, these permit triggers do not provide control over the scale, siting and form of buildings, excluding land within a Heritage Overlay, which controls demolition and also requires a planning permit for all new buildings.

The Neighbourhood Character Study will establish existing character precincts for areas which exhibit different character elements. It will then formulate future character precincts that will either correspond with the existing precincts, or look at new precincts that outline preferred future character. Each precinct may encompass different controls over such things as building height, setbacks, front fence treatment etc. These can be controlled in the Planning Scheme through the use of either a Design and Development Overlay or a Neighbourhood Character Overlay, amongst other things.

2.3 vegetation protection

There are currently no specific Planning Scheme Overlays that require a planning permit for removal of vegetation in Birregurra, such as the Vegetation Protection Overlay or Significant Landscape Overlay.

The removal of *native* vegetation in Birregurra is controlled to some degree by Clause 52.17 – Native Vegetation, but that clause only applies when a site area is 0.4 hectares or more. Therefore, vegetation on many lots within Birregurra could be removed without the need for a planning permit.

The contribution of exotic and native vegetation to the character of Birregurra is considerable. It is likely that the recommendations of the Neighbourhood Character Study may encourage the retention of vegetation and the planting of new vegetation on development sites. However, the removal of vegetation can only be effectively regulated if an overlay control, such as a Vegetation Protection Overlay (VPO) or Significant Landscape Overlay (SLO), is applied to the town.

The Great Ocean Road Region Landscape Assessment Study in 2003 did not recommend the application of such overlays to Birregurra, but was part of a broader region wide analysis of state significant landscapes. It should also be noted the VPO and SLO can be worded to include exemptions for vegetation removal so that not every tree requires a planning permit for removal.

2.4 streetscape elements

Neighbourhood character is the combination of not just buildings and vegetation on private land, but also the appearance of the streets (the public realm). The elements that make up the public realm play an important role in defining existing character precincts. These include street layout, widths, street trees, road surface, footpaths, drainage, signage etc, amongst other things.

The Neighbourhood Character Study will assess what improvements can be made, or what elements should be preserved, within the public realm of the township. These elements are generally not controlled by the Planning Scheme but are Council's responsibility. The study is also likely to make recommendations for public realm character elements that are preferred, should any new subdivision occur that requires the provision of new road infrastructure.

2.5 township entries

The three highway entries in Birregurra play an important role in determining the character of the town, as they provide a first impression of the township upon arrival. A visual assessment of each entry is contained from Pages 31 to 39 of this report.

The northern town entry (Birregurra Road) is characterised by the approach to the timber mill and station, with the residential edge of town beginning to the south of the railway line. Land on either side of the road, to the south of the railway, is relatively visually contained by existing plantings on private properties.

The western town entry (Warncoort-Birregurra Road) is characterised by open farmland that is visually exposed, to the south side of the road and at a lower level. The north side comprises farmland and a bed and breakfast (screened by roadside vegetation) and has a higher level of visual containment than land to the south due to existing tree plantings and topography.

The eastern town entry (Birregurra-Deans Marsh Road) is characterised by open farmland with exposed vistas towards the elevated southern end of town and the heavily vegetated Barwon River. The eastern entry is floodprone and the edge of town is well defined by the Barwon River.

In the event any new subdivision may occur in the future, it needs to be integrated and should respect the township entries. The visibility of land along the approaches to the town is one matter than needs to be taken into consideration in making decisions about the possible future expansion of the town, and the form in which any such expansion might occur (i.e. setback of buildings / lots from the highway, street tree planting, balance between built form and landscaping, road pattern, lot size and intensity of development etc).

3 existing character

3.1 consultation

The consultation carried out as part of preparing this report is important to the study process, given it informs the scope of the study and enables the early integration of local knowledge into the overall process of the study. A workshop was held with members of the community, which attempted to map out existing character precincts and investigate preferred character precincts. Those who attended were asked to identify character elements that differentiate certain areas of the town from others, and to consider whether the character of those areas should be maintained in the future, or have the flexibility to evolve.

The workshop was run as an open discussion forum, introducing the project and providing information regarding the overall scope and aims of the study. The workshop sessions also sought to provide the consultant team with a detailed appreciation of how the community view the character of Birregurra, and what aspects of residential character are valued.

What was said?

The majority of those who attended the workshop identified that there are areas of the town that are different to others, whilst also emphasised there is an underlying character that defines the whole of Birregurra. Main Street was the most easily identified and valued part of the town due to its central focus and heritage quality that reflects the traditional side of Birregurra.

The other areas of Birregurra which stood out as individual 'precincts' included the low density 'semi-rural' living area to the south of Bowden Street, and the more informal hilly area to the south of town. People had more difficulty identifying a distinction between the two areas to the north and south of Main Street. However, most attendees acknowledged that the flat topography and the slightly smaller lot sizes and the range of dwelling styles of the northern area, were elements that helped differentiate it from the area south of Main Street.

In terms of Future / Preferred Character Areas, the majority of attendees drafted up very similar areas to those described above. It was thought that perhaps the concentration of churches to the eastern side of town could necessitate a separate precinct, although could just as easily be integrated into a broader precinct south of Main Street. There was also some attention given to township entries and how they might be included within Character Areas, although this issue was never really resolved. The possibility of multi-dwelling development and a greater housing choice was also discussed, and was thought to be best located within reasonable walking distance to the town centre. Overall, those who attended

generally agreed that the 'Existing' Character Areas provide a sound basis for 'Preferred' Character Areas, whilst undergoing sensitive evolution over time.

3.2 fieldwork

The fieldwork component of the study involved a combination of driving and walking through the township along each street and using data sheets to identifying similar characteristics that might define a precinct, as follows:

- Topography;
- Road pattern, width and edge treatment;
- Lot sizes;
- Building era, siting, scale, form and condition;
- Fence treatment; and
- Landscape elements, including both private and public realm.

The data sheets, along with general observations and photographic documentation, provided the necessary information to determine boundaries of Existing Character Areas. A blank copy of the fieldwork data collection sheet is included in Appendix 1.

3.3 existing character sheets

Following on from the fieldwork and workshops a total of 5 Existing Character Areas were identified and have been described in detail. These areas are shown in Figure 2 on Page 8, with corresponding character sheets on the following pages.

Broadly these Character Areas were identified through a combination of utilising logical geographic boundaries and establishing similar character elements outlined above. These included varying combinations of the following elements: changes in road pattern and treatment, building era and styles, or lot sizes. The workshop session held with the community (refer to previous page for summary) also provided valuable information to help determine what character elements and features provide a distinction between different areas of town.

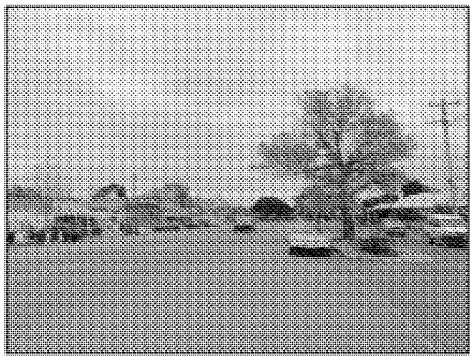
The Existing Character Area map (Figure 7) includes delineation of non-residential uses such as industrial development, the school and open space network. There are a number of activities within Existing Character Areas that do not include Township zoned land that is used for residential purposes. These include:

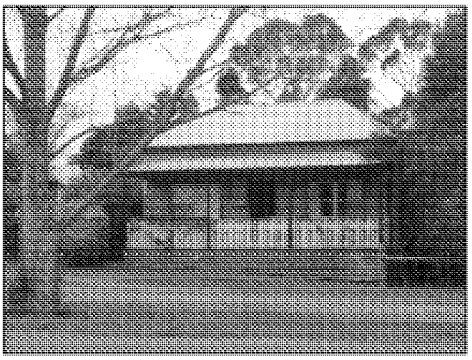
- The railway station and its associated Public Use Zone – Schedule 4;
- The industrial use (timber mill) to the northern town entry and its associated Industrial 1 Zone;
- Public Park and Recreation Zone, comprising:
    - The golf course; and
    - The sporting fields, including oval, tennis courts and clubhouse

The railway station and industrial development to the north of Birregurra form part of what is a non-residential area in its own right (refer to the *Issues Analysis Paper* for zoning maps). Furthermore, the golf course and sporting fields could be considered a part of the residential area(s) they adjoin, but have not been included due to the zoning of the land restricting any form of residential in the future.

birregurra
neighbourhood
character study
figure 2 - existing
character areas
legend
existing township boundary
non-residential zoned land
main street precinct
north of main precinct
south of main precinct
southern rise precinct
semi-rural precinct
railway station
main street
birregurra-deans marsh road

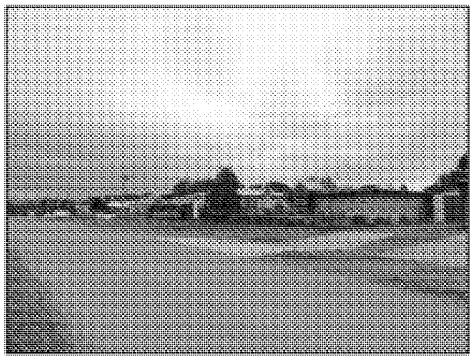
existing character area 1: main street





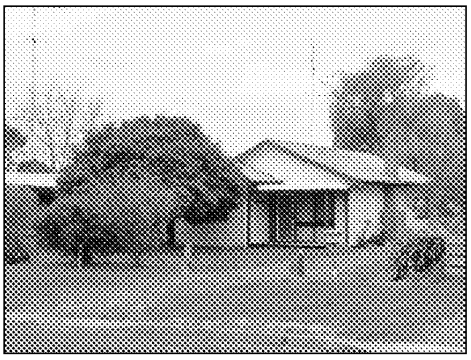
character statement	
Main Street is the central hub of Birregurra, being the focus of commercial and social activities and the intersecting road for traffic passing through town. The area is divided into a central commercial strip between Austin Street and Strachan Street, with residential development to both ends of the street. The streetscape setting, defined by the road width and and multiple carriageways, plays an important role in the character of the area. Also vital is the heritage quality of buildings associated with the era of construction, single storey scale, use of traditional materials and predominance of verandahs. Buildings are positioned closer to the street and have higher site coverage.	
detailed description	
description of bounding roads	Generally the properties fronting onto Main Street between the eastern and western edges of the Township Zone boundaries. The precinct takes into account the Heritage Overlay to some of the properties that extend through to Molesworth Street and Jenner Street.
topography	Generally flat
road treatment & pattern	Sealed surface with a 40 metre road reserve. There is angled parking to the southern side and parallel parking on the northern side, with a median strip and additional service lane for the section between Birregurra Road and Strachan Street.
lot sizes	Lot sizes are less than 1,000 sqm, with some even smaller to the commercial section between Birregurra Road and Strachan Street. To the east and west ends the lot sizes are slightly larger with an average of approximately 1,500 sqm.
building types/ quality/ siting	Pre 1930's shops with verandahs, built to the street edge. A mix of materials including weatherboard, bluestone, sandstone etc. There is a variation of housing styles, but dwellings are typically single storey weatherboard with colourbond roofing and with front verandah/porch elements. Dwellings are built to the boundary or setback between 3-5 metres.
landscaping public/private realm	The public landscaping includes established street trees, with heritage protected avenue of Stone Pine trees at the western end. The landscaping on private property is prevalent at both ends but lacking to the commercial strip due to the high site coverage.
fence treatment	Generally low-medium height fence and permeable, with post/wire being the most common and picket fencing also prevalent.
noted anomalies	The large allotments at 70-90 Main Street at the western town entry, which appear to be more semi-rural in nature but are part of the Township Zone and have not been subdivided yet.

existing character area 2: north of main



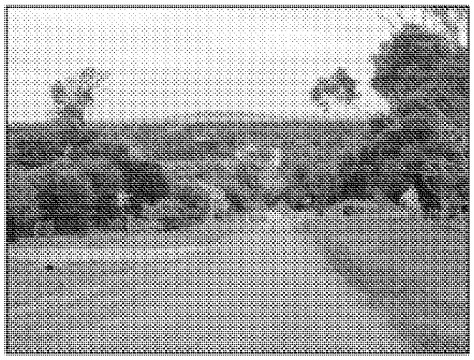
character statement	
To the north of Main Street the subdivision pattern changes, with a higher concentration of smaller allotments compared with the remainder of town. Streets maintain their width but are more formal in treatment and sparsely populated with street trees. There is a larger mix of housing types, with a greater number of post-war dwellings that are generally modest in height and footprint. Buildings appear closer to the street and with less spacing from side boundaries. Fencing also plays a lesser role in the area, with a generally open streetscape presentation and higher side fences.	
detailed description	
description of bounding roads	Bounded by Birregurra Road/ Roadknight Street to the west (including 50-60 Roadknight Street to the west side), and between the northern and eastern township boundaries to the north of properties fronting Main Street.
topography	Flat
road treatment & pattern	Grid pattern, with a combination of sealed and unsealed roads. Some roads e.g. Barry Street have a kerb and channel, whilst others e.g. Anderson Street have swale drain. The road reserve is consistently wide with grassed verges.
lot sizes	Smaller size in comparison to other areas of the town, with a higher predominance of lots in the order of 1,000m^2 (particularly to north side of Barry Street).
building types/ quality/ siting	A greater mix of housing types from the post-war era and some earlier construction to the northern half of the precinct. Dwellings are single storey or well recessed double storey, and have a lesser setback of between 3-5 metres from the front boundary. There is also a greater predominance of brick veneer dwellings, in contrast to the traditional weatherboard dwellings that are customary throughout the town.
landscaping public/ private realm	There is an absence of public realm landscaping. The northern half of the precinct has a higher landscape canopy compared with the southern half closer to Main Street, where low scale shrubs and solitary trees contribute to the vegetated character on private land.
fence treatment	Many properties have no front fence and mix of high and medium side fences, either timber paling or post and wire. There are scattered examples of higher front fences to the street.
noted anomalies	Industrial development on Molesworth Street in the Township Zone.

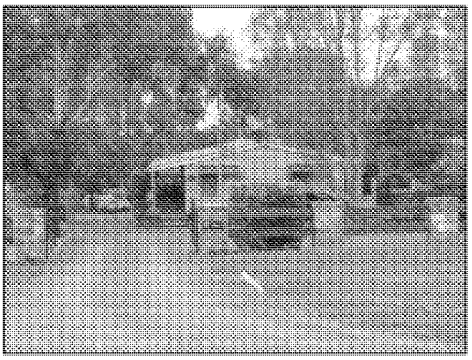
existing character area 3: south of main



character statement	
The area to the south of Main Street has a distinctly different character to the northern side of town. The streets are more informal and the lot sizes are generally slightly larger, which results in a more traditional rural township feel. The area includes the numerous church buildings to the eastern side of town, which could potentially form its own precinct but is integrated within the surrounding area. The vegetation cover noticeably contributes to the character of the area, along with a greater separation between buildings compared to the northern side of town.	
detailed description	
description of bounding roads	Bounded by the western and eastern township boundaries, generally between the south of properties fronting Main Street and north of Hopkins Street.
topography	Gently undulating
road treatment & pattern	Grid pattern, with north-south roads (Beal Street and Strachan Street) generally a sealed surface and east-west roads unsealed surface. Some roads (Jenner Street and Sladen Street) have a central median planting strip, whilst most have swale drains and wide verges.
lot sizes	Typically an average of just below 2,000m^2, but with some evidence of subdivision that has created lots in the order of 1,000m^2.
building types/ quality/ siting	A greater number of housing styles from the 1930's and pre-war era, with some post-war and contemporary examples scattered throughout. Dwellings are almost consistently single storey and are mostly constructed of weatherboard and colourbond materials. The contemporary dwellings incorporate brick and in some cases, rendered surfaces. Dwellings are well setback from the street generally between 3-5 metres minimum (up to 8+ metres) with consistent side setbacks and large rear yards.
landscaping: public/ private realm	The landscape presence in the public realm is concentrated to certain streets (Jenner, Beal, Strachan and Sladen) and non-existent in other streets. The vegetation cover on private land plays an important role in establishing the neighbourhood character of the area, with planting to the front and rear of dwellings and occasionally to the side where there is sufficient space.
fence treatment	A combination of low or non-existent front fences, often post & wire or picket. Side fences are higher and have a variety of materials.
noted anomalies	Church buildings, primary school and playground/park all within the Township Zone

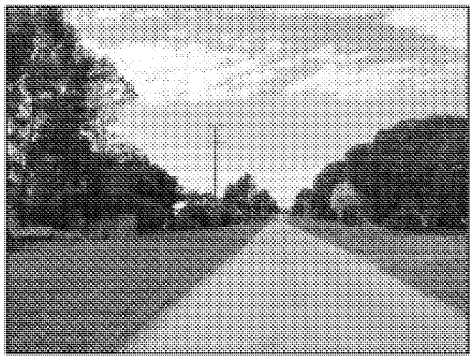
existing character area 4: southern rise

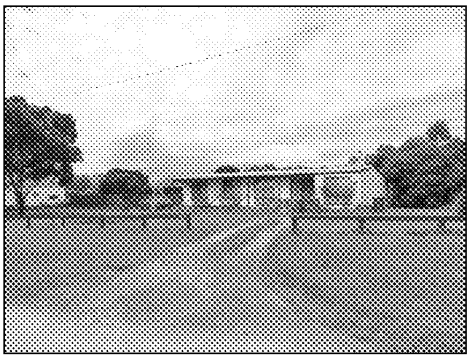




character statement	
The southern rise area is characterised by an undulating landscape rising towards Bowden Street at the southern end town. The roads that run perpendicular to the slope have high and low sides, which lead to houses that are set into the landscape and which are slightly elevated. The area is similar in character to the 'south of main' area, but with some larger allotments on the hill and several unmade/incomplete roads. There is more sporadic development and a sense of informality to the area, partly due to the greater distance from Main Street. The hilly landscape provides the opportunity for panoramic views across the distant farmland and hills to the north, east and west.	
detailed description	
description of bounding roads	Bounded by Hopkins Street to the north, Ennis Street to the west, Beal Street (and the golf course) to the east and Bowden Street to the south.
topography	Undulating landscape
road treatment & pattern	Predominance of unsealed/informal or incomplete roads. Strachan Street is the only sealed road, whilst Beal Street is unsealed for the hilly section up to Bowden Street. All roads have wide verges and swale drains, with no kerb and channel treatments.
lot sizes	An average lot size in the order of 2,000m^2 with some larger allotments between 5,000 and 10,000m^2 that are yet to be subdivided.
building types/ quality/ siting	Housing styles are generally from the early 20th Century or more recently from the post-war era or 1980's and beyond. Materials are predominantly weatherboard and colourbond roofing, with fewer brick dwellings. Dwellings are well setback from the street, generally exceeding 10m and also with substantial side setbacks, possibly with the exception of Prime Street. There are some double storey dwellings to take advantage of the views available, but with the first floor incorporated into the roof or well recessed from the ground floor.
landscaping public/ private realm	The landscape cover on the hill is an important character feature. Some private properties, including vacant larger allotments, have a dense tree canopy. The planting in the public realm is concentrated to areas where the road is incomplete i.e. Edmundson Street and is generally to one side of the road only.
fence treatment	Front fencing is generally low and permeable, with post & wire the most common type. There is occasional higher side fencing of varying styles.
noted anomalies	Prime Street between Strachan Street and Beal Street has a more compact built form that compares with the precincts to the north.

existing character area 5: semi-rural





character statement	
This area, being within the Low Density Residential Zone (LDRZ), is semi-rural in nature and provides a transition from the farmland properties south of Birregurra to the Township Zone. The area is characterised by larger lots occupied by a single dwelling, or which are currently vacant. Whilst the lot sizes are larger, this does not necessarily mean that dwellings are far from the street, particularly along Bowden Street. The informal road treatments and wind row planting also contribute to the semi-rural feel of the area.	
detailed description	
description of bounding roads	Bound by Bowden Street and Ennis Street on its northern side and partly along Birregurra-Yeodene Road to the south. The area is fully within the Low Density Residential Zone.
topography	Flat to Bowden Street at the ridge, whilst undulating along Ennis Street and to the south.
road treatment & pattern	Unsealed roads with wide grassed verges and swale drains. Ennis Street does not connect through to Bowden Street at the southern end.
lot sizes	The lot sizes range from a minimum of 4,000m^2 (required by the LDRZ) to a maximum of between 1.5 – 2 hectares, which is consistent with the semi-rural nature.
building types/ quality/ siting	Single storey dwellings, many of which are 'old style' but with some more contemporary from the post 1980's era. Dwellings are well setback from the street in the order of 10m+, although not a significant amount given the expanse of space to the rear and sides of dwellings due to the large lot sizes.
landscaping public/ private realm	There is little landscaping within the public realm, with almost no street trees. Along Birregurra-Yeodene Road the private landscaping is quite dense, whilst the landscape is more open along Lumeah Street. Wind row planting is a feature of the area.
fence treatment	Open fence treatment with some post and wire fencing along the side boundaries to define the edge of the large properties.
noted anomalies	9 Bowden Street on the corner to Lumeah Street, which has been subdivided in the past to just over 1,000 sqm and contains a house located right next to the street.

4 preferred character areas

The five Existing Character Areas were nominated through the workshops, fieldwork investigation and desktop analysis process. Effectively those precincts were identified to assist with understanding existing residential character within Birregurra. The character sheets on the preceding pages provide a summary of the various character elements for each area, and how these might differentiate the area from other areas of town.

The Preferred Character Areas are intended to provide the statutory framework for how the area should develop over time as new buildings and/or subdivision is proposed. This will be achieved by a series of objectives and design guidelines, which will be incorporated into the planning scheme by a number of possible forms of implementation (refer to Chapter 7).

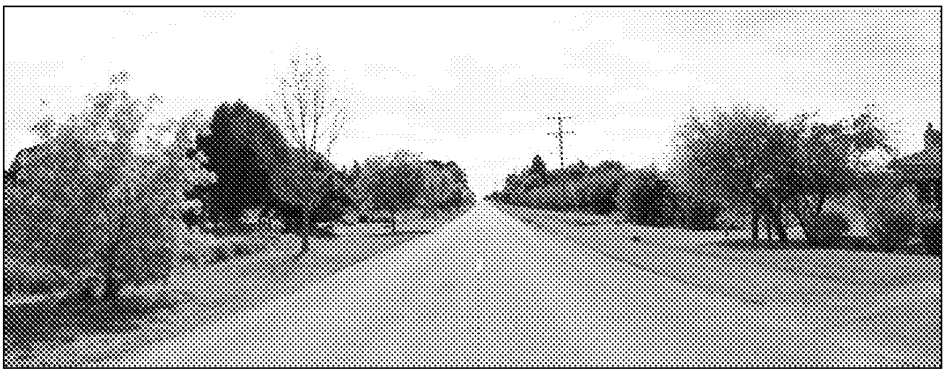
As with the Existing Character Areas, there are also five Preferred Character Areas (refer to Figure 3 on page 17). The boundaries for the Preferred Character Areas are similar in almost all circumstances to the Existing Character Areas, mostly for the reason that the existing character of Birregurra has remained relatively stable over the years and should be preserved into the future, whilst also allowing a gradual evolution of change. It was also determined that each area requires different design guidelines to achieve a desired outcome, which to implement into the planning scheme requires a distinction and boundary between areas.

4.1 rationale behind the different areas

The Existing Character Areas known as 'southern rise' and 'semi-rural' have been wholly maintained as Preferred Character Areas 'D' and 'E' respectively. There is a clear distinction between these two areas and the remainder of town, generally due to a number of factors including: distance from the town centre, undulating topography, informal semi-rural impression, landscape cover and larger lot sizes. These factors are the reason behind limiting any multi-dwelling development proposals in these areas, with subdivision of land to allow for individually sited dwellings (i.e. detached dwellings) on an allotment with street frontage.

On the other hand, Preferred Character Areas 'A', 'B' and 'C' have not maintained the same boundaries as the corresponding Existing Character Areas. The fundamental difference is to Preferred Character Area 'C', which does not border the south edge of Main Street along its length, but extends to the north at the western extremity and takes the east side of Birregurra Road up to the northern township boundary.

The rationale behind this is that the township entries require a specific response as they are some of the most visible areas of the town and provide the first impression to visitors. Refer to the photograph on the following page, which shows the approach towards Main Street from the north. Preferred Character Area 'B' contains some of the least restrictive controls (i.e. minimum lot size, setbacks) and if these were applied to the properties fronting Birregurra Road in particular, there is greater likelihood of visual impact from new inappropriate development on the northern entry into town.



The approach to Main Street along Birregurra Road from the north

Similarly for the western town entry from Warncoort-Birregurra Road, the more 'development intensive' design guidelines for Preferred Character Area 'A' are not suitable to apply to the five or so larger properties that will undergo subdivision and redevelopment at some point in time. Hence, Preferred Character Area 'C', with its more sensitive design guidelines, is a better fit for these areas.

The Preferred Character Area 'A' to Main Street has been designed to provide guidelines for commercial buildings to the strip, roughly between Austin and Strachan Street. This was required as the existing commercial buildings (many of them heritage listed) are in most occasions built directly to the street edge and have a high site coverage.

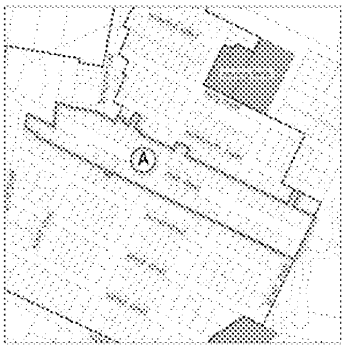
Main Street is interesting as it provides the opportunity for not just commercial development but also new housing, particular to the eastern and western ends. Therefore the eastern and western ends to Main Street are defined as 'transitional precincts' that are likely to not accommodate commercial buildings (in the immediate future). The Township Zone that currently applies to the land allows for non-residential development, which would need to be considered on an individual basis by Council. Rather, the 'transitional precincts' are more suited to detached dwellings and multi-dwelling development, which is reflected in the design guidelines, with greater setbacks and lower site coverage compared to the commercial buildings.

It should be noted that there are a number of general requirements that apply to all Preferred Character Areas that are included at the end of this chapter of the report (see Section 4.7).

birregurra
neighbourhood
character study
figure 3 - preferred
character areas
legend
existing township boundary
non-residential zoned land
preferred character area A
preferred character area B
preferred character area C
preferred character area D
preferred character area E
industrial area
railway station
warrnoort birregurra road
scouller street
anderson street
sporting fields
harry street
molesworth street
main street
jenner street
skene street
sladen street
hopkins street
prime street
murrell street
edmundson street
golf course
birregurra-deans marsh road
dunlops road
Project Ref: 11.199
Dwg No.: UDD-1
Scale: 1:500@A1
Date: 23.11.11
Revision: A

	Character Area A		Character Area B		Character Area C		Character Area D
	Single dwelling, multi-dwelling development etc	Commercial buildings	Single dwelling, outbuildings etc	Multi-dwelling development	Single dwelling, outbuildings etc	Multi-dwelling development	Single dwelling, outbuildings etc
Street setback	Standard A3/B6 or 3m, whichever the greater	0m	Standard A3 or 6m, whichever the greater	Standard B6 or 6m, whichever the greater	Standard A3 or 9m, whichever the greater	Standard B6 or 9m, whichever is the greater	Standard A3 or 9m, whichever the greater
Side setbacks	1.5m (garages to boundary permitted)	0m	1.5m (garages to boundary permitted)	1.5m (garages to boundary permitted)	3m (can be reduced to 1.5m one side only)	2m (can be reduced to 1.5m to one side only)	3m
Rear boundary setback (min.)	15m (varied to 5m for multi-dwellings)	2m (refer to report for note)	10m	5m (also to internal boundaries)	15m	5m	15m
Site coverage (max.)	30% (varied to 40% for multi-dwellings)	80%	40%	50%	30%	40%	30%
Permeability (min.)	50% (varied to 40% for multi-dwellings)	10%	40%	30%	50%	40%	50%
Building height (max.)	5.5m (single storey)	5.5m (single storey)	7.5m	7.5m	7.5	7.5m	7.5m
Front fencing	Max. 1.2m high and visually permeable	Max. 1.2m high and visually permeable	Max. 1.2m high and visually permeable	Max. 1.2m high and visually permeable	Max. 1.2m high and visually permeable	Max. 1.2m high and visually permeable	Discourage front fencing
Side / rear fencing	Max. 1.8m high with tapered side fence	If any, maximum 1.8m high	Max. 1.8m high with tapered side fence	Maximum 1.8m high	Max. 1.8m high with tapered side fence	Maximum 1.8m high	Max. 1.8m high (fencing forward of dwelling must be permeable)
Minimum lot size	1,000m² (varied to 500m² for multi-dwellings)	500m² (discretionary)	700m²	500m² (refer to report for note)	1,000m²	600m² (refer to report for note)	1,000m²

4.2 preferred character area a



This area reflects the strong heritage quality of buildings along Main Street and corresponds with the Heritage Overlay that applies to the full length of Main Street. The north and south boundary of the Character Area splits the blocks in half between Jenner Street and Molesworth Street so that the adjoining Preferred Character Areas 'B' and 'C' take in dwellings that might front these streets. The existing 'commercial core' is roughly located between Austin Street and Strachan Street and as the town grows new commercial buildings will need to adhere to individualised design guidelines that reflect the existing context. It is considered that commercial buildings should be restricted to this area, unless a need to expand the commercial core of Birregurra is identified as part of the subsequent Structure Plan Review. There is merit in limiting the spread of purpose built commercial buildings outside the 'commercial core' given the historic residential nature of the western and in particular the eastern ends of Main Street. This will encourage the adaptive re-use of heritage buildings in this area for future commercial uses.

New dwellings will generally be located to either end of Main Street away from the commercial core, but can also be considered on a site-by-site basis. The design guidelines for single dwellings requires a larger minimum lot size of 1,000m^2 to allow for an appropriately sited dwellings on each lot. In limited circumstances, multi dwelling development may be considered on lots 50m in depth, only where the existing dwelling fronting Main Street is retained and a new dwelling is concealed to the rear (refer to layout diagrams on following page). As the boundary of Preferred Character Area 'A' splits the properties with frontage to Molesworth Street and Jenner Street, any development of the entire property would need to consider the design guidelines of the adjoining character area for that portion of the site. The ability to gain access from Molesworth Street and Jenner Street will allow for this to occur.

This study recommends that Council investigates the various options available to provide rear access to commercial premises fronting Main Street, which will become increasingly important as the town develops. Presently, some commercial premises rely on informal access from Jenner Street through adjoining properties. Should these properties be developed in the future, the possibility of vehicles requiring through access will negatively impact these properties. From an urban design and planning perspective it is recommended that Council undertake a consultative process with landowners to determine the most appropriate form of access. The various options available include:

1. Applying a Public Acquisition Overlay (PAO) via a planning scheme amendment to the rear of commercial premises for the purpose of establishing a future laneway (however noted that property ownership and existing structures may limit this from occurring);
2. Require new development to be setback at the rear so that over time as permit applications are considered a carriageway easement can be established; and
3. Maintain through access from Jenner Street and Molesworth Street, whilst managing the problems this creates with common property and amenity issues on new development fronting these streets.

Objectives

- To retain and conserve all significant and contributory heritage places.
- To ensure new development responds to the implications of the Heritage Overlay and provides a sympathetic design response with single storey building heights.
- To confine new commercial buildings to Main Street between Austin and Strachan Streets.
- To ensure new buildings and/or alterations and additions between Austin and Strachan Streets employs a contextual design approach that integrates with surrounding buildings.
- To encourage the retention of trees where possible and the planting of new canopy trees and understorey vegetation to the front, side and rear of dwellings (excluding the commercial core).
- To encourage new development, in particular use of materials, that responds to the historic character of building stock.
- To encourage residential development to be directed to either end of Main Street, and is respectful of the scale, form, siting and setbacks of nearby buildings.
- Multi dwelling development can only be considered where the existing dwelling fronting Main Street is retained and a new dwelling is concealed to the rear (except vacant lots).
- Any non-residential development in the future outside the commercial core (e.g. service station, supermarket etc.) must also demonstrate a sympathetic design response to the heritage quality of the streetscape.

Design guidelines

	Single dwellings, outbuildings, multi dwelling development etc.	Commercial buildings
Street setback (min.)	Standard A3 / B6 or 3m, whichever is the greater	Zero setback
Side setbacks (min.)	1.5m (garages to boundary permitted)	Zero setback
Rear boundary setback (min.)	15m (varied to 5m for multi dwelling development)	2m*
Site coverage (max.)	30% (varied to 40% for multi dwelling development)	80%
Permeability (min.)	50% (varied to 40% for multi dwelling development)	10%
Building height (max.)	5.5m (single storey)	5.5m (single storey)
Front fencing	Maximum 1.2m high and visually permeable	Where a building is setback from the street fencing should be low (max. 1.2m) and visually permeable
Side/rear fencing	Maximum 1.8m high with a tapered side fence towards the street	If any, maximum 1.8m high
Minimum lot size	1,000m^2 (varied to 500m^2 for multi dwelling development)	500m^2 (discretionary)**

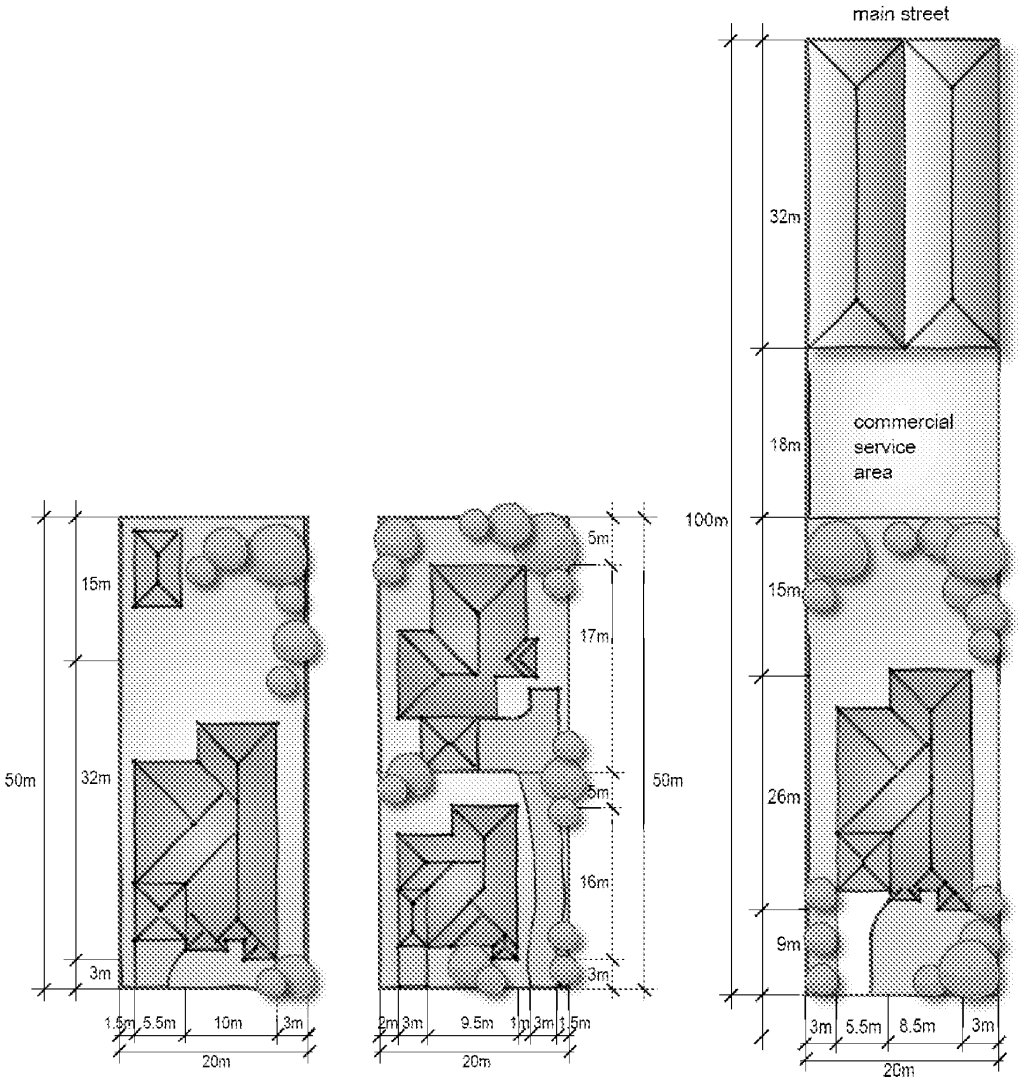
20

* commercial buildings fronting Main Street may provide a residential component fronting the street to the rear, with design guidelines corresponding from the adjoining precinct for that portion of the site.

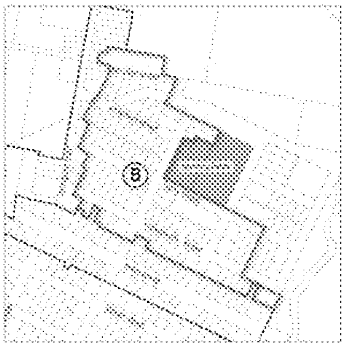
** the discretionary control allows for smaller lot subdivision in circumstances where it is not possible to meet the requirement, or if appropriate justification can be provided to vary the requirement.

Possible site layout diagrams

The diagrams on the following page are intended to demonstrate that it is possible to construct a new dwelling, multi-dwelling development or commercial building according to the minimum specifications of the design guidelines. This does not preclude development from exceeding the minimum requirements.



4.3 preferred character area b



This area will gradually evolve into a mixed character, with a range of housing styles and moderately smaller lot sizes compared to other areas. Existing buildings are sited closer to property boundaries and have a higher site coverage, which has been reflected in the design guidelines below. A minimum 6m street setback (whilst also allowing for greater setbacks if Standard A3 requires so) will provide sufficient space for landscaping whilst also promoting increased housing density and space at the rear for suitably dimensions rear yards.

A minimum lot size of 700m^2 is sought for subdivision of land for the purpose of single dwellings. This allows for subdivision of land to the south of Scouller Street that could not be subdivided if a 1,000m^2 lot size was enforced. The 700m^2 minimum lot size also prevents subdivision of a 2,000m^2 property into more than 2 lots, without a concurrent multi-dwelling proposal.

A minimum lot size of 500m^2 is sought for multi-dwelling development as this could potentially allow up to 4 dwellings on a standard lot of approximately 2,000m^2. However, the size of dwellings would need to be reduced to 1 or 2 bed units with single garages in order for this arrangement to succeed (refer to layout diagrams on following page). Narrow lots with double street frontages from north to south are prime opportunities for smaller lot multi-dwelling development. However, gun barrel driveways connected to both street frontages should be avoided by orientating the 'rear' dwelling to front the other street and have access to a separate driveway that terminates at its garage.

Objectives

- To encourage sensitively designed and site responsive medium density residential development within walking distance of Main Street i.e. 400 metres.
- To encourage the retention of trees where possible and the planting of new canopy trees and understorey vegetation to the front, side and rear of dwellings.
- To require the first floor of double storey dwellings to be recessed from the ground floor on all sides, or incorporated into the roofspace where possible.
- To promote a greater freedom in material use, whilst also encouraging the use of lightweight materials such as timber cladding.
- To encourage a more open streetscape presentation with mid-rise canopy trees interspersed with low-rise shrubs and ground cover.
- To discourage multi-dwelling development on corner allotments, many of which are not of suitable dimension to accommodate multiple dwellings whilst also providing appropriate setbacks and driveway areas.
- To discourage 'gun barrel' straight driveways and reduce driveway length to increase the permeable areas available for landscaping.

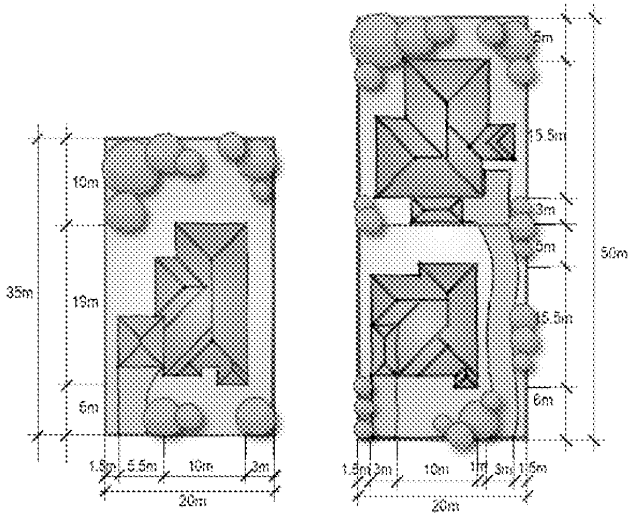
Design guidelines

	Single dwellings, outbuildings etc.	Multi-dwelling development
Street setback	Standard A3 or 6m, whichever is the greater.	Standard B6 or 6m, whichever is the greater.
Side setbacks	1.5m (garages to boundary permitted)	1.5m (garages to boundary permitted)
Rear boundary setback (min.)	10m	5m (also to internal boundaries)
Site coverage (max.)	40%	50%
Permeability (min.)	40%	30%
Building height (max.)	7.5m	7.5m
Front fencing	1.2m visually permeable	1.2m visually permeable
Side/rear fencing	Maximum 1.8m high with a tapered side fence towards the street	Maximum 1.8m high
Minimum lot size	700m^2	500m^{2*}

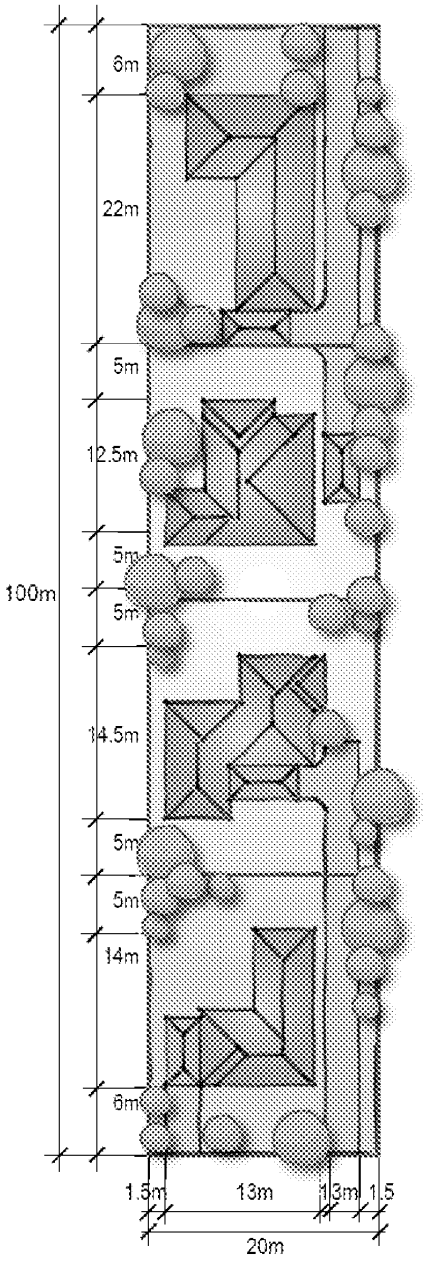
* this lot size is only applicable where a concurrent development application for multiple dwellings is being sought. This does not include common areas, such as driveways.

Possible site layout diagrams

The following diagrams are intended to demonstrate that it is possible to construct a new dwelling or multi-dwelling development according to the minimum specifications of the design guidelines. This does not preclude development from exceeding the minimum requirements.

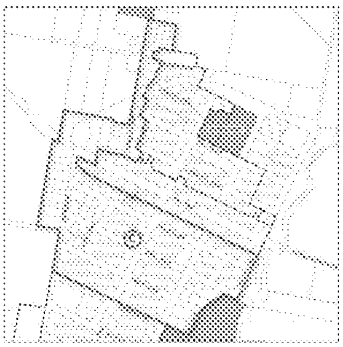


Single Dwelling Multi-dwelling development



Multi-dwelling development

4.4 preferred character area c



This area will retain its more traditional township character through greater setbacks from property boundaries, lower site coverage and resulting increase in area for landscaping opportunities. The minimum lot size for a detached dwelling of 1,000m² will allow many of the 2,000m² lots to be subdivided in two, with a lot fronting each street. A minimum front setback of 9m provides the opportunity for planting of canopy trees, and due to the approximate lot depth of 50m, should provide sufficient space at the rear for a sizeable area of private open space and additional landscaping.

Multi-dwelling development is encouraged closer to the Main Street area, particularly on 'full length' lots that have a 100m depth between parallel streets. A minimum lot size of 600m² for multi-dwelling development will allow 3 dwellings per 2,000m² property, but does will not allow multi dwelling development on lots smaller an 1,000m². Rather than provide a driveway that runs the length of the property connecting two streets, it is preferred that a longer driveway be located to the southern side (where possible) that provides access to 2 dwellings, whilst the remaining dwelling will front the other street and rely on its own driveway for access – refer to the relevant diagram on page 26 for an illustration of how this works.

The portion of the area that tracks the western township edge and follows Birregurra Road to the north requires greater consideration of the impact from new development, given the highly visible nature of the entries into town. The 9m front setback requirement and provision for landscaping within the front yard are critical elements that should minimise the visual bulk from dwellings. The modest scale and articulation of dwellings, with garages located behind the line of the front wall, are also important design techniques to limit the visual impact on the area.

Objectives

- To retain and conserve all significant and contributory heritage places.
- To ensure new development surrounding the church buildings respond to its context and incorporate design features that complement the heritage place.
- To facilitate some opportunity for infill development, whilst also acknowledging this will be an area of limited change.
- To encourage the retention of trees where possible and the planting of new canopy trees and understorey vegetation to the front, side and rear of dwellings.
- To encourage sensitively designed and site responsive medium density residential development within walking distance of Main Street i.e. 400 metres.
- To require the first floor of double storey dwellings to be recessed from the ground floor on all sides, or incorporated into the roofspace where possible.
- For multi-dwelling proposals, to promote single garages fronting the street, with a tandem car space if required, in order to reduce the amount of hard surfacing in the frontage to maximise landscaping opportunities.
- To encourage the use of robust but lightweight materials such as timber that will endure over time, whilst discouraging more urban materials such as cement render.

- To encourage dwellings to be setback sufficient distance from all boundaries to provide the opportunity for native canopy trees.

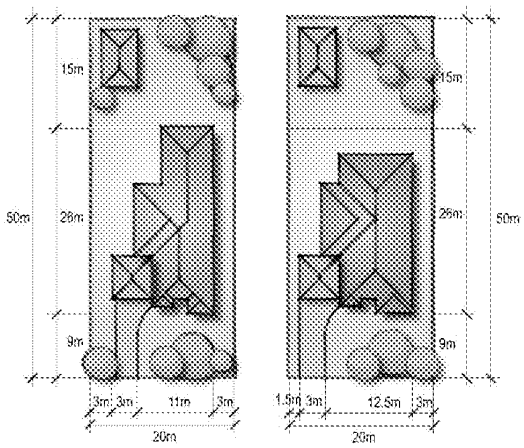
Design guidelines

	Single dwellings, outbuildings etc	Multi-dwelling development
Street setback	Standard A3 or 9m, whichever is the greater	Standard B6 or 9m, whichever is the greater
Side setbacks	3m (can be reduced to 1.5m to one side only)	2m (can be reduced to 1.5m to one side only)
Rear boundary setback	15m	5m
Site coverage (max.)	30%	40%
Permeability (min.)	50%	40%
Building height (max.)	7.5m	7.5m
Front fencing	1.2m visually permeable	1.2m visually permeable
Side/rear fencing	Maximum 1.8m high with a tapered side fence towards the street	Maximum 1.8m high
Minimum lot size	1000m^2	600m^2*

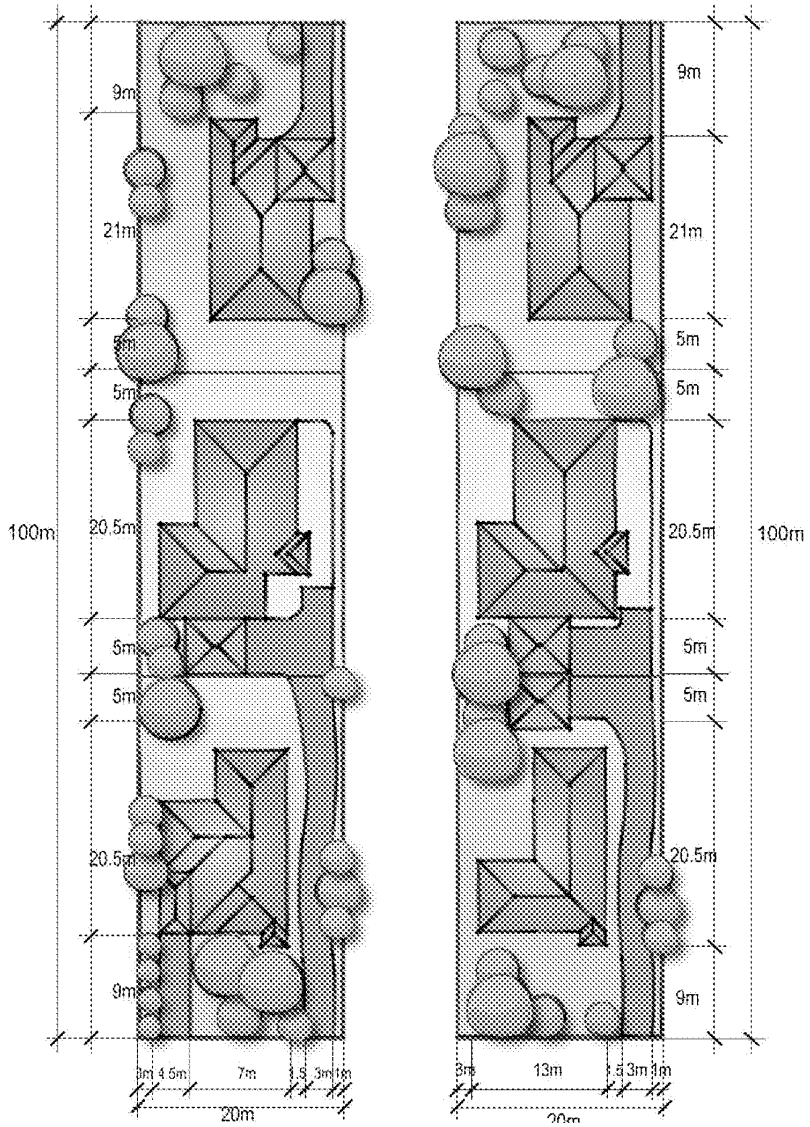
* This lot size is only applicable where a concurrent development application for multiple dwellings is being sought.

Possible site layout diagrams

The following diagrams are intended to demonstrate that it is possible to construct a new dwelling or multi-dwelling development according to the minimum specifications of the design guidelines. This does not preclude development from exceeding the minimum requirements where desired.

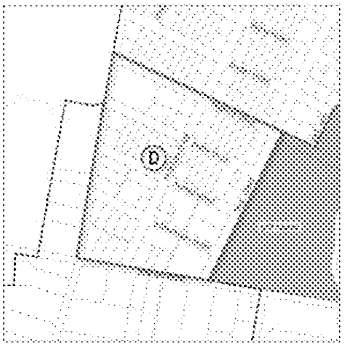


Single Dwelling



Multi-dwelling development

4.5 preferred character area d



This area will provide the transition from the semi-rural area south of Birregurra to the more traditional township area south of Main Street. Due to the greater distance from Main Street, undulating topography and potential for smaller lot subdivision that would impact the character of the area, any multi-dwelling development is explicitly discouraged. The infill opportunities will include redevelopment of existing properties and subdivision of larger allotments, with each new lot requiring a street frontage. A minimum 1,000m2 lot size that allows for greater setbacks from property boundaries, lower site coverage and resulting increase in area for landscaping opportunities.

Objectives

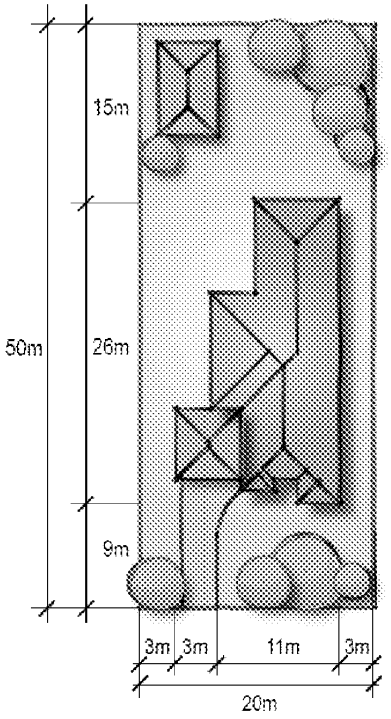
- To encourage sensitively designed subdivisions that provide larger allotments of a minimum 1,000m², each of which must front a street.
- To encourage the retention of trees where possible and the planting of new canopy trees and understorey vegetation to the front, side and rear of dwellings.
- To discourage multi-dwelling development proposals. Rather, the subdivision of land will allow for individually sited dwellings (i.e. detached dwellings) on an allotment with street frontage.
- To require dwellings to address site slope with stepped building forms.
- To require the first floor of double storey dwellings to be recessed from the ground floor on all sides, or incorporated into the roofspace where possible.
- To encourage the use of robust but lightweight materials such as timber that will endure over time, whilst discouraging more urban materials such as cement render.
- To encourage dwellings to be setback sufficient distance from all boundaries to provide the opportunity for native canopy trees.

Design guidelines

	Single dwellings, outbuildings etc.
Street setback	Standard A3 or 9m, whichever is the greater
Side setbacks	3m
Rear boundary setback	15m
Site coverage (max.)	30%
Permeability (min.)	50%
Building height (max.)	7.5m
Front fencing	Discourage front fencing.
Side/rear fencing	Maximum 1.8m high. Side fencing forward of the dwelling should be visually permeable
Minimum lot size	1,000m²

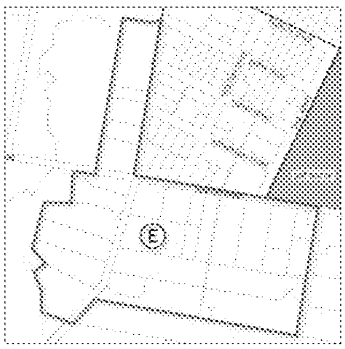
Possible site layout diagram

The following diagram is intended to demonstrate that it is possible to construct a new dwelling according to the minimum specifications of the design guidelines. This does not preclude development from exceeding the minimum requirements where desired.



Single dwelling

4.6 preferred character area e



As this area is entirely within the Low Density Residential Zone (LDRZ) it is not possible to subdivide less than 4,000m² and only one dwelling can be constructed per lot. The area can only be developed otherwise if a planning scheme amendment is passed through Colac Otway Shire Council and approved by the Department of Planning and Community Development. Due to the distance from Main Street and other services such as the railway station and sporting fields, it is not an area that should be included within the Township Zone in the short term.

Hence, it is not proposed to apply any measurable controls over future development. However, it is still prudent to provide some guidance in the event that a proposed development requires a planning permit. The overall emphasis is to ensure new dwellings are modest in scale and height and are well setback from all property boundaries. Some effort should be made to provide landscape screening, such as wind row planting along the property boundaries.

4.7 general requirements

The following guidelines apply across the whole township.

Lot dimensions

Lot width should be no less than 20m to the street frontage unless the existing lot width is less than 20m, to ensure that side setback requirements can be met. Where a property has two frontages perpendicular to each other, the minimum lot width should be applied to the primary address or the east-west aligned street, if no primary address has been established.

Landscaping

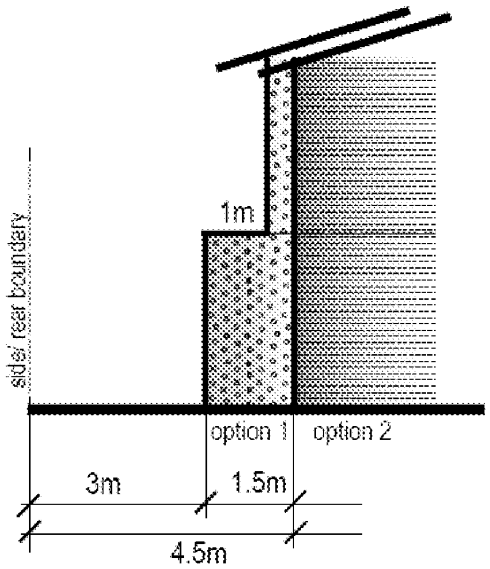
The role that landscaping plays in softening the impact of new development is of upmost importance, particularly to more sensitive character areas and where there is a strong tree canopy. Existing trees should be retained where possible and new trees planted to the front and rear of dwellings to establish a tree canopy. At least 2 native canopy trees should be planted per 500m² of development, which will reach a mature height in the order of at least 8m and a minimum crown of 3m (which varies depending on species etc.) unless otherwise agreed to by Council. Where space is available, side setbacks should also include landscaping to provide a consistent garden setting all the way through properties.

Double storey dwellings

Birregurra primarily contains single storey dwellings and this contributes to the existing character of the area. The only area of Birregurra in which double storey dwellings are specifically discouraged is within Preferred Character Area 'A' where the single storey character forms part of the heritage quality of Main Street that should be preserved. For the remainder of Birregurra the preferred outcome would be for single storey dwellings, or if a double storey dwelling was proposed, the second storey should be modest and be no greater than 50% of the ground floor area. Any double storey dwellings that do not meet this

requirement will trigger a planning permit. It is strongly encouraged to provide a recessive first floor element with a smaller building footprint than the ground floor. A mix of building styles and heights is also encouraged in multi-dwelling development. A double storey dwelling which triggers a planning permit must consider the following guidelines:

- Option 1: If the dwelling is setback up to 3m from the side/rear boundary the first floor must be recessed at least 1m from the ground floor wall.
- Option 2: If the first floor is recessed from the ground floor wall less than 1m (or a sheer double storey wall) then the setback of the dwelling from the side/rear boundary must be increased by 50% to a minimum setback of 4.5m from a side/rear boundary. (NB: a reduced boundary setback to a sheer two storey wall will not be supported).

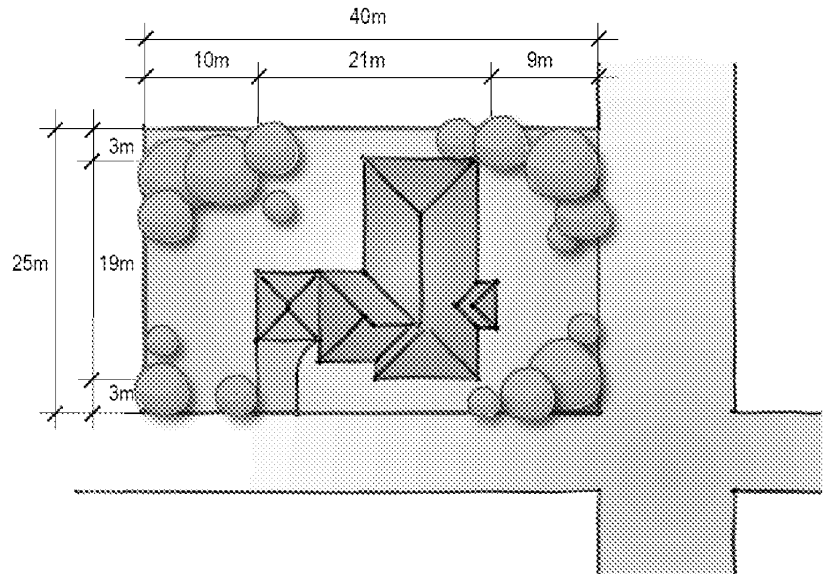


The rationale behind this is to limit the visual impact of a double storey dwelling through articulation in the building form. Where this cannot be achieved an additional setback is required to provide scope for canopy trees that screen the dwelling, in particular shade trees that have an environmental benefit. The section diagram on the right provides an illustration of how the above guidelines might be considered.

Corner sites

Development to corner sites may require a variation to some design guidelines due to the constraints posed by dual street frontage and lot width. Hence, the following principles and allowances apply for corner sites:

- Garages (of no more than 6m width) are allowable encroachments on the setbacks specified in the design guidelines, provided they do not exceed a height of 3.5m and are recessed behind the main building line.
- Low fence heights to the street frontages, with allowance for a fence height of 1.8m only when secluded private open space is provided to the side street.
- If multiple driveways are proposed (when developing more than one dwelling) only 1 should be provided to each street frontage, where possible.
- The dwelling setback from the side street should consider the setback of the adjoining dwelling and provide a transition to the new buildings.
- New planting should be provided to both street boundaries, not just the principal frontage.



Fencing materials

The design guidelines specify a maximum height for fencing of 1.8m but do not mention what materials should be used. The following principles relate to the type of fence that should be considered in certain circumstances:

- Encourage permeable front fences, with timber picket or post and wire the preferred options, whilst also discouraging paling fences.
- A paling fence can be permitted to side street frontages in limited extents where privacy is required to secluded private open space.
- Masonry fencing should be limited to plinth and retaining walls of no more than 500mm height.

5 greenfield subdivision

An important element of neighbourhood character for rural townships is the subdivision of land over time. One could argue that subdivision plays the most important role in the appearance of an area, as subdivision determines the street layout, lot size and pattern, which in turn influences the developable footprint. For Birregurra, this is demonstrated by the strong grid network of streets, with a consistent block width and length for much of the township. To date, the town has not been connected to a reticulated sewerage system, which means that properties have remained relatively large to accommodate on-site wastewater treatment systems.

The previous chapter dealt with smaller lot subdivision to 'brownfield' sites within the township boundary, by establishing minimum lot sizes to each 'Preferred Character Area'. This provides guidance for Council to assess vacant lot subdivision of larger sites within the township, or multi-dwelling development proposals that also subdivide the land. This compares with 'greenfield' subdivision, which is the subdivision of larger tracts of land formerly used for farming or non-residential purposes outside of the township.

The *Draft Birregurra Structure Plan* (which is currently on hold) identified the area to the north and south of Warncoort-Birregurra Road up to the Railway Station as an 'investigation area' for potential future expansion of the township boundary. The Draft Structure Plan, specifically the recommendation for township expansion, is due to be reviewed following the completion of the Neighbourhood Character Study. It is worth noting that currently greenfield subdivision is not possible, as the Farming Zone applies to all land outside of the township boundary and the land cannot be subdivided further. If any residential subdivision were to occur in the long term, the land owner(s) would need to go through a planning scheme amendment process to rezone the land to the Township Zone.

However, it is important to establish guidelines in the event that land is released outside the township boundary for future development. If there are no guidelines or controls, then a developer has greater scope to propose inappropriate subdivision that will permanently impact the character of the town.

5.1 guidelines for subdivision

The following guidelines provide an overall image of how greenfield subdivision should be considered, with further site specific analysis required at such time that a subdivision is proposed.

The general principle of greenfield subdivision in Birregurra should reflect the consistency in lot pattern and grid layout of the town, with generous spacing for landscaping. Council should undertake a working process with landowners to ensure that subdivision of multiple properties under different ownership can be carried out effectively.

- Site responsive design: The subdivision design response must derive from and respond to the site and context description, which must be provided with a subdivision permit application in accordance with Clause 56 of the Colac Otway Planning Scheme.
- Street layout: Continue the grid pattern from the existing township area with connecting east-west and north-south roads. Street blocks should be generally between 70 - 100 metres in depth x 200 metres in length to also reflect the grid layout of the existing township pattern.

- Main roads – township entries: Where abutting a main road or township entry, respond to the predominant character elements of that road / entry. These include:
    - The alignment and width of the existing road;
    - The pattern of landscaping / median, nature strips etc within the road reserve; and
    - The type of access to properties fronting the road.

  Dwellings should be setback at least 9m from the front property boundary where fronting a main road / township entry to provide the opportunity for generous landscaping of front yards.

  There should be sufficient space for vegetation to be planted within the road reserve, between the property boundary and the carriageway. Where there are existing service roads, these should be continued to provide access to the new properties fronting a main road.
- Residential streets: The typical width of 16m for an access street in the *Infrastructure Design Manual* and Clause 56 does not provide sufficient space for swale drains and a wide grass verge to respect the existing character of Birregurra, where road reserves are presently 30m and have an open, semi-rural feel. Hence, residential streets not on a main road or township entry should have a total width of at least 24m (similar to a collector street). This will include a 7.5m wide carriageway with the remaining reserve providing for swale drains, grass verge and footpaths to both sides, if required.
- Lot size:
    - For lots fronting a main road / township entry - must be at least 1,000m^2 to provide sufficient space to accommodate a dwelling with a front setback of at least 9m similar to Preferred Character Area 'C'.
    - For other lots - a mix of lot sizes with a minimum lot size of 700m^2 and an average of 900m^2. The minimum lot size of 700m^2 is representative of single dwelling development in Preferred Character Area 'B' of lots 35m in depth with 6m front setbacks.
- Lot dimensions: Minimum frontage width of 20m and depth of at least 35m.
- Setbacks and design guidelines:
    - For lots fronting a main road / township entry - The design guidelines set out in Character Area 'C'. This allows for a minimum 9m front setback, 3m side setback (with 1.5m encroachment to one side only), maximum 30% site coverage and minimum 50% permeability.
    - For other lots - The design guidelines set out in Character Area 'B'. This allows for a minimum 6m front setback, 1.5m side setback (garages permitted on side boundary), maximum 40% site coverage and minimum 40% permeability.
- Road surface: Sealed surface to new roads.
- Drainage: Encourage consistency in drainage treatments with priority given to water sensitive urban design treatments such as swale drains or rain gardens in the road reserve.
- Vegetation retention / planting: Retention of native trees greater than 12m in height or with a trunk circumference greater than 1.5 metres at a height of 1 metre above ground level. Planting of 1 new canopy tree per 200m^2 of site area.

6 public realm character issues

The Department of Planning and Community Development Practice Note on 'Using the Neighbourhood Character Provisions in Planning Schemes' defines neighbourhood character as:

"The combination of the public and private realms. Every property, public place or piece of infrastructure makes a contribution, whether great or small. It is the cumulative impact of all these contributions that establishes neighbourhood character."

Hence, it is important to also provide guidance to decision makers on the various elements of the public realm that make a positive or negative contribution to neighbourhood character, and how they might evolve over time.

Road treatments

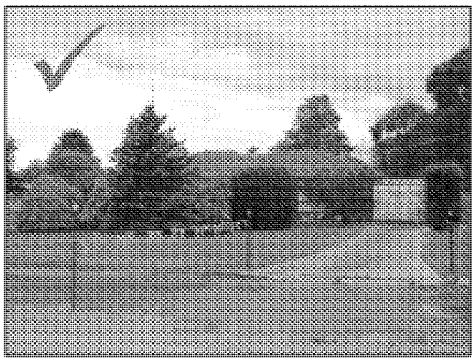
- Maintain the informal nature of roads, with unsealed road surfaces and wide open grass verges. There should be a consistency in road surfacing along streets.

Drainage

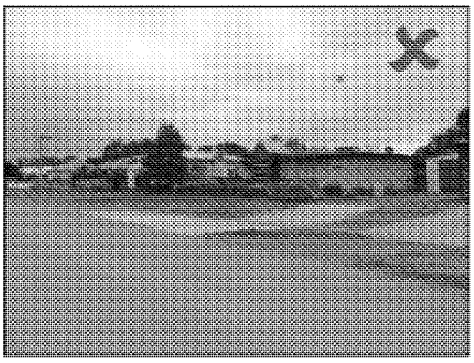
- Provide a consistency in drainage treatments along streets with a preference for swale drains on neighbourhood character grounds.

Crossovers

- Allow sealed vehicle driveways to the edge of the property line and/or the edge of the kerb. Where swale drains are present the driveways should be crushed rock.
- Gravel or crushed rock of a similar colour as the road surface should be used where a crossover extends into the road carriageway past a kerb and channel treatment as per the example below.



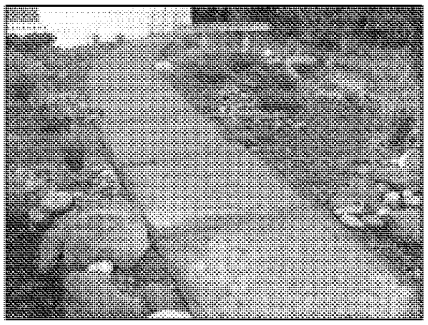
Example of sealed driveway to kerb edge



Example of sealed surface to road carriageway

Footpaths and trails

- For new footpaths, encourage the use of exposed aggregate as a material that best reflects the rural character of the town. The use of concrete surfaces is discouraged.
- Investigate the possibility of trails along the various waterways that traverse the township. The preferred material is lilydale topping or other crushed rock.



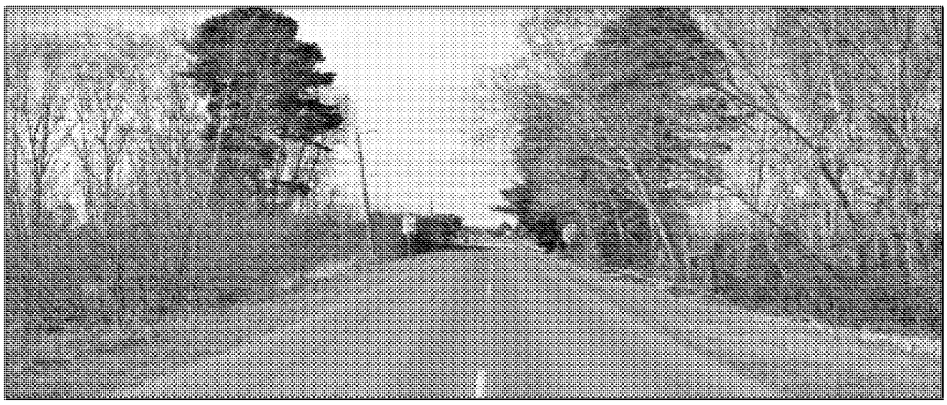
Example of exposed aggregate path

Street trees

- Identify gaps in the existing street tree planting, such as Hopkins Street, Molesworth Street and Barry Street.
- Provide symmetrical street tree planting to the grassed road verges with a combination of exotic and native canopy trees.

Town entries

- Clean up the clustering of exotic and weed species along the Barwon River at the eastern township entry and investigate the possibility of new plantings.



Clustering of trees along the Barwon River at the eastern town entry

Recreational / sporting facilities

- Ensure that new buildings and structures within the recreational areas and sporting facilities are sensitively designed to respect the character of the area.
- Lightweight materials such as timber and iron cladding should be incorporated into the design of new buildings in these areas.

7 planning scheme implementation

The design guidelines and objectives outlined in this report have no statutory weight unless they are implemented into the Colac Otway Planning Scheme. The overall aim of the Neighbourhood Character Study is to provide greater control and guidance over development, which can only be influenced if a planning permit is specifically required.

7.1 potential mechanisms

Planning policy

The Municipal Strategic Statement forms Colac Otway Shire Council's main strategic planning policy tool, which operates by establishing the strategic justification and policy context for all other statutory controls within the planning scheme.

Any proposed modifications to the MSS that are recommended through this study should make strong and detailed reference to the importance of neighbourhood character. This will ensure that the MSS contains a correct and accurate policy basis as the overarching context for all other relevant planning provisions.

The introduction of a local planning policy is the next best means to provide appropriate strategic direction within the planning scheme aside from modifications to the MSS. To introduce a local planning policy within the local planning policy framework (LPPF) it is necessary to undertake a planning scheme amendment. Likewise a similar amendment process would need to be followed if future modifications to the policy were proposed.

The advantage of a local planning policy is that it enables policy guidance to be incorporated into the Planning Scheme. A local policy could operate by providing general matters for consideration in circumstances where a planning permit application is required, or it could be tailored to provide much more specific guidance with respect to the Preferred Character Areas.

Incorporated document / reference document

An incorporated document might be involved if either part, or potentially the entire Neighbourhood Character Study, was incorporated into the planning scheme through a planning scheme amendment process. Through this process once the incorporated document is gazetted into the planning scheme it would be given statutory weight and afford a greater degree of policy control.

Whilst this process has clear advantages there remains an issue where if any changes are proposed in future, they could not be officially incorporated without a further planning scheme amendment being pursued. It is highlighted that due to general format of this report it would not be appropriate to include the whole study as an incorporated document.

Reference documents provide background information to assist in understanding the context within which a particular policy or provision has been framed. However, they only a limited role in decision-making as they are not part of the planning scheme and they do not have the status of incorporated documents or carry the same weight.

Overlays

The Neighbourhood Character Overlay (NCO) is an overlay mechanism covering neighbourhood character considerations and related specifically to ResCode provisions. Most specifically the NCO requires all development to be subject to planning approval, extending to both single dwellings and multi-dwelling developments. There is also opportunity through the NCO to modify the provisions of ResCode, to include demolition and tree removal controls (although limited to trees over 5.0 metres in height).

The NCO does not provide the ability to provide exemptions to selected types of development (other than for swimming pools and outbuildings), resulting in the majority of development within an area covered by an NCO requiring planning approval. This would place a significant burden on landowners to obtain approvals for all work. This could have implications for the Responsible Authority in its ability to handle an increased workload. It is also noted that the NCO does not include provision to control front fencing, which often has certain implications regarding neighbourhood character.

A Design and Development Overlay (DDO) is an overlay mechanism that can be utilised to trigger the requirement for a planning permit for all development, or it can be written in such a way to provide certain exemptions or discretionary controls. Whilst a DDO can implement detailed development guidelines within its selected area and can control aspects such as height, setbacks, site coverage, fences etc. it cannot control the demolition of buildings. Furthermore, a DDO needs careful consideration of the exact area it is being applied to.

The Vegetation Protection Overlay (VPO) is an overlay mechanism which would trigger the requirement for a planning permit for vegetation removal, and can be written in such a way to apply to all trees, or to exotic or native species, or to trees of a certain size / trunk diameter etc. A main benefit is that the VPO does not include buildings and works or subdivision requirements. The central issue to the use of a VPO is that is must demonstrate the vegetation sought to be protected is of significance to the character of the area. There are certain locations within Birregurra which have a defined landscape character, where the significance and contribution to neighbourhood character could justify the formal implementation of a VPO.

Currently, the existing Erosion Management Overlay (EMO1) that applies to the southern portion of Birregurra provides inadvertent control over vegetation removal due to landslip issues. Hence, there is a greater abundance of native canopy trees to the southern hilly section of town. However, the extent of the EMO1 was reduced by Amendment C54 on 23 February 2012[1]. The new area affected by the EMO1 is shown in the diagram on this page (reference: Map No. 13EMO). This may signify a greater need for a VPO to the southern area of town in order to protect the significant native tree canopy that dominates the character of the area, in addition to other areas of the town which also have a native tree canopy of some description.

[1] Following completion of the *Birregurra Neighbourhood Character Study Issues Paper*

7.2 recommendations

With respect to the various tools within the Victorian Planning Provisions (VPP's) that can be used to introduce the findings of the Birregurra Neighbourhood Character Study into the Colac Otway Shire Planning Scheme, the following is recommended:

- Modifications to the Municipal Strategic Statement (principally Clause 21.03-4) to refer to the proposed Design and Development Overlay (DDO);
- The introduction of a DDO control for land within the existing township boundary, excluding the Low Density Residential Zone and recreational zoning;
- The introduction of a Vegetation Protection Overlay (VPO) to the extent of land covered by Preferred Character Areas 'C' and 'D', which has been identified as making a significant contribution to the native tree canopy in Birregurra; and
- The introduction of the Birregurra Neighbourhood Character Study into the planning scheme as a reference document.

The implications of the above recommendations are discussed in detail below. However in order to introduce the above recommendations it will be necessary to undertake a planning scheme amendment process. Once recommended changes are gazetted into the planning scheme, they will have statutory weight and afford a greater degree of planning control for Colac Otway Shire Council.

7.2.1 modifications to the municipal strategic statement

The existing MSS contains Clause 21.03-4 that deals with settlement in Birregurra. The policy provides an overview of the township, outlining what makes it attractive, then contains a series of objectives and corresponding strategies to provide guidance as the town develops over time.

This policy should be updated to contain an additional 'strategy' that refers to the application of a Design and Development Overlay to administer design guidelines on new development in order to respect neighbourhood character. A reference to this should also be included in Clause 21.06 of the Colac Otway Shire Planning Scheme.

7.2.2 introduction of a design and development overlay

The role of the Design and Development Overlay (DDO) will be to trigger planning approval for selected matters, where development does not comply with the design guidelines. The design guidelines for each Preferred Character Area are therefore not mandatory controls (aside from subdivision). Rather, they are discretionary controls that act as a permit trigger that allows Council to consider each application on its merits. There are also general requirements for new development, such as double storey dwellings, which may trigger the need for a planning permit.

In relation to subdivision, rather than a discretionary control, a mandatory minimum lot size is appropriate to prevent speculative development far below the recommended lot sizes of this study. However, in cases where the mandatory minimum lot size prevents subdivision from occurring there should be flexibility for Council and VCAT to consider these applications. For example, some of the larger lots are slightly less than 2,000m^2, meaning that a 1,000m^2 two lot subdivision cannot be achieved. Hence, it is recommended that 10% discretion be included to the mandatory minimum lot size as written in the DDO.

To provide an example of how the DDO will function, if a new dwelling within Preferred Character Area 'C' is closer than 9m to the front boundary and has site coverage of greater than 30% a planning permit would be triggered as the design guideline requirements have not been met. It only takes one non-compliance with a design guideline for a planning permit to be triggered. This by default encourages the future development of detached dwellings (including fencing and outbuildings), to achieve compliance so as to avoid the planning permit process.

However, this does not necessarily mean that a proposed development that does not comply with the guidelines cannot be granted a planning permit. It simply triggers a planning permit requirement, which gives Council the opportunity to assess each application on its merits. This is to ensure that the broader content of the design guidelines are specifically referenced within the planning scheme, so as to ensure they are given appropriate statutory weight in planning decisions. If a proposed development fully complies with the design guidelines for its relevant Preferred Character Area, then the DDO is not applied and a planning permit is only required if triggered by other planning controls.

As any proposed amendment to the content of the local planning policy framework must be correctly formatted in line with established Victorian Planning Provisions style, it would not be possible to directly incorporate the design guidelines of this report into the planning scheme without losing their format. Therefore it is proposed to utilise a DDO to 'mirror' the content of the design guidelines, whilst ensuring their user friendly format is not lost.

7.2.3 introduction of a vegetation protection overlay

The VPP Practice Note PN07 states that *"If the principal objective is to identify and protect vegetation for its aesthetic value or its contribution to the character of an area, this may be achieved as part of an urban character study"*. As part of this study, it has been recognised that vegetation makes an important contribution to the character of Birregurra. In particular, the hilly southern half of town contains an abundance of significant native canopy trees on private property. Elsewhere there are more sporadic instances of native canopy trees, in particular to the area generally south of Main Street and in some isolated circumstances north of Main Street.

Hence, it is recommended to apply a Vegetation Protection Overlay (VPO) to the extent of land covered by Preferred Character Areas 'C' and 'D' which are generally south of Main Street. This will also include land to the western side of Roadknight Street within the township boundary. These areas have been specifically recognised as having a strong landscape presence that contributes to the character of the area more so than the areas to the north of Main Street and east of Roadknight Street.

A permit will be required to remove, destroy or lop any native vegetation. This does not apply to:

- To the removal, destruction or lopping of native vegetation which is less than 5m high and has a single trunk circumference of less than 0.5m at a height of 1m above ground level;
- To the pruning of vegetation to remove any branch which overhangs an existing dwelling or is within 2m of an existing dwelling;
- To the pruning of vegetation to maintain or improve its health or appearance; and
- To the pruning, or removal of vegetation to prevent damage to works when damage to a pipeline, electricity or telephone transmission line, cable or other service has occurred or is likely to occur.

7.2.4 introduction of the study as a reference document

A reference document is one that is referred to within the planning scheme, however any guidelines or polices contained within a reference document would not be formally incorporated. From this perspective a reference document has a reduced level of statutory weight and is often considered to constitute background information.

This however is deemed appropriate in this instance as the general content of the Birregurra Neighbourhood Character Study is useful as relevant background to the design guidelines which are to be implemented into the planning scheme through the use of a DDO control. Accordingly the Birregurra Neighbourhood Character Study would become a reference document within Clause 21.07 of the Colac Otway Shire Planning Scheme.

appendix 1
fieldwork data collection sheet

birregurra neighbourhood character study | data sheet

initial precinct: _____

street name: _____ **(between** _____ **+** _____ **)**

roads		comments	consistency
road condition	☐ swale ☐ informal ☐ kerb & channel		☐ consistent ☐ inconsistent
street configuration	☐ grid ☐ curvilinear ☐ cul de sac		☐ consistent ☐ inconsistent
road reserve	☐ nature strip ☐ footpath - one side ☐ footpath - both sides ☐ special design features - median, etc.		☐ consistent ☐ inconsistent
nature & environment		**comments**	**consistency**
trees	☐ prevalence ☐ absence		☐ consistent ☐ inconsistent
topography	☐ flat ☐ gently sloping ☐ sloped		☐ consistent ☐ inconsistent
private		**comments**	**consistency**
trees	☐ prevalence ☐ absence		☐ consistent ☐ inconsistent
shrubs	☐ prevalence ☐ absence		☐ consistent ☐ inconsistent
building alignment	☐ regular ☐ angled		☐ consistent ☐ inconsistent

	description	front	side	comments	consistency
fencing	no fence low (<1m) medium (1-1.5m) high (>1.5m) permeable solid post & wire picket timber paling colourbond other	☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐	☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐		☐ consistent ☐ inconsistent

buildings		**comments**	**consistency**
building materials (predominant)	☐ weatherboard ☐ brick ☐ masonry / render ☐ mixed ☐ other		☐ consistent ☐ inconsistent
building age (era)	☐ pre 1900 ☐ 1900-1919 ☐ 1920-1939 ☐ 1940-1959 ☐ 1960-1979 ☐ 1980+		☐ consistent ☐ inconsistent
building height	☐ single storey ☐ two storeys		☐ consistent ☐ inconsistent
avg. front setback	_____ m		☐ consistent ☐ inconsistent
side setbacks	☐ yes ☐ no		☐ consistent ☐ inconsistent
roof style	☐ pitched ☐ hipped ☐ flat ☐ skillion		☐ consistent ☐ inconsistent
roof materials	☐ tiles ☐ colourbond		☐ consistent ☐ inconsistent

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 other natural assets; 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.

Colac Otway Fire Management Plan

Version 8

June 2012

Foreword

The Colac Otway Shire Municipal Fire Management Plan outlines how Council, fire agencies and other relevant authorities and organisations will work together to prepare for, respond to and recover from major fires within the Shire.

The Plan is a sub-plan of the Shire's Municipal Emergency Management Plan and reflects the State Government's direction to increase integration on fire management planning between agencies and the community. The Plan was produced collaboratively by members of the Colac Otway Shire Municipal Fire Management Planning Committee. The Committee is made up of representatives from the Colac Otway Shire, the Country Fire Authority, the Department of Sustainability and Environment, Parks Victoria, Victoria Police and VicRoads.

Integrated fire management planning is risk based and tenure blind. In preparing the Plan, two main tools have been used to identify and assess bushfire risk in the Shire.

- the Victorian Fire Risk Register, a systematic process used to identify assets at risk, assess the level of bushfire risk and record a range of measures to mitigate the risks. These measures may include activities such as fuel reduction, community education programs and the creation of strategic fire breaks; and
- landscape level bushfire modelling undertaken by the Department of Sustainability and Environment (DSE) to assess bushfire risk across the Otway landscape. DSE's work has evaluated fire regimes across the entire landscape and identified opportunities to manage fuels and fire regimes across both public and private land.

Community engagement about the Plan will also help to identify any additional assets at risk and inform implementation of treatment measures.

Consistent with DSE's landscape level approach, Colac Otway Shire and Surf Coast Shire have collaborated on development of their Municipal Fire Management Plans. A coordinated strategic approach allows for better agency integration and reflects the broader landscape level bushfire risks impacting both Shires.

This Plan recognises, but doesn't duplicate, the extensive work already being undertaken in fire management and planning activities across the Colac Otway Shire. This document is essentially a plan for improving integration of this existing work and developing new ways of working together with the community.

Context Statement

The initial draft version of the Surf Coast Fire Management Plan 2011 – 14 released in October 2011 focused on bushfires (including grassfires) and environmental burns. This final version of the Plan also incorporates structural and chemical fires, but to a lesser extent than the other fires.

All comments on this Plan should be sent to:

Colac Otway Shire
PO Box 283
Colac VIC 3250

Comments may also be submitted by email to inq@colacotway.vic.gov.au

Version Control Table

Version	Release Date	Author	Changes
6	28 Oct 2011	S.Anderson	Based on MFMPC Comments
7	15 November 2011	W Fox	Part 3, TOC
8	12 June 2012	M Gunning	Based on Stakeholder Feedback, Regional RSFMPC direction

Amendment Authorisations

Name	Position	Signature	Date
Stewart Anderson	**Manager Environment and Community Safety**		**28 October 2011**
Wendie Fox	**Municipal Emergency Management Coordinator**		**15 November 2011**
Mark Gunning	**Municipal Emergency Management (Fire) Coordinator**		**12 June 2012**

Table of Contents

1 INTRODUCTION 7
1.1 OVERVIEW 7
1.2 SHARED RESPONSIBILITY FOR BUSHFIRE SAFETY 7
1.3 INTEGRATED FIRE MANAGEMENT PLANNING 8
1.4 AUTHORITY FOR PLAN 9
1.5 PERIOD OF PLAN 9
1.6 PLANNING PROCESS 9
1.7 RELATIONSHIP TO MUNICIPAL FIRE PREVENTION PLAN 10
1.8 MUNICIPAL PLANNING STRUCTURE 11
1.9 PLAN REVIEW AND UPDATES 11
1.10 COMMUNITY AND ORGANISATIONAL ENGAGEMENT PROCESS 11
2 ENGAGEMENT AND COMMUNICATIONS 12
2.1 INTEGRATED FIRE MANAGEMENT PLANNING ENGAGEMENT PROCESS 12
2.2 STAKEHOLDER ANALYSIS 12
2.3 COMMUNITY ENGAGEMENT PRINCIPLES 13
2.4 AGENCY ENGAGEMENT AND PLAN APPROVAL 13
2.5 OUTCOMES 13
3 SUMMARY OF ENVIRONMENTAL SCAN 14
3.1 LOCATION AND LAND TENURE 14
3.2 NATURAL ENVIRONMENT 16
3.3 CLIMATE AND BUSHFIRE SEASON 16
3.4 POPULATION AND DEMOGRAPHIC INFORMATION 17
3.5 VULNERABLE PEOPLE 18
3.6 FIRE HISTORY WITHIN THE COLAC OTWAY SHIRE 20
3.7 COLAC-OTWAY SHIRE MAJOR FIRES 21
4 MUNICIPAL FIRE MANAGEMENT OBJECTIVES 22
4.1 ALIGNMENT TO REGIONAL OBJECTIVES 22
4.2 OBJECTIVES AND OUTCOMES 22
4.3 STRATEGIC DIRECTIONS 23
4.4 LINKS TO OTHER BUSINESS AND PROGRAMS 23
5 FIRE MANAGEMENT RISK STRATEGIES 25
5.1 RISK ASSESSMENT METHODOLOGIES 25
5.2 ALIGNMENT TO REGIONAL OBJECTIVES 30
5.3 TREATMENT OF MUNICIPAL FIRE RISK 30

5.4 TREATMENT OF STRUCTURAL FIRES AND CHEMICAL FIRES AND INCIDENTS 33
5.5 TREATMENT OF SPECIAL FIRE RISKS 35
5.6 CROSS BOUNDARY ARRANGEMENTS 36
6 PLAN REPORTING REVIEW AND IMPROVEMENT 37
6.1 LEGISLATIVE RESPONSIBILITIES 37
6.2 PLAN AUDIT 37
6.3 PLAN AMENDMENT AND REVIEW 37
7 ATTACHMENTS 38
APPENDIX A.1: COLAC OTWAY SHIRE RISK MANAGEMENT REGISTER BY REGIONAL RISK PRIORITIES 39
APPENDIX A.2: LIST OF VICTORIAN FIRE RISK REGISTER TREATMENTS 49
APPENDIX B: MULTI-AGENCY WORK PLAN: COLAC OTWAY SHIRE MUNICIPAL FIRE MANAGEMENT PLAN 51
APPENDIX C.1 HAZARD TREES IDENTIFICATION & NOTIFICATION PROCEDURE 61
APPENDIX C.2 TOWNSHIP PROTECTION PLANS 66
APPENDIX D COMMUNITY AND ORGANISATIONAL ENGAGEMENT PLAN 67
APPENDIX E MAPS 86
APPENDIX E.1 MUNICIPAL BOUNDARIES – COLAC OTWAY SHIRE 86
APPENDIX E.2 HAZARDOUS ROADSIDE RISK MAP (TO BE INSERTED JULY 2012) 87
APPENDIX E.3 STRUCTURAL INCIDENTS MAP – COLAC OTWAY SHIRE 88
APPENDIX E.4 CHEMICAL INCIDENTS MAP – COLAC OTWAY SHIRE 89
APPENDIX E.5 COMBINED CHEMICAL AND STRUCTURAL INCIDENTS – COLAC OTWAY SHIRE 90
APPENDIX F TERMINOLOGY 91
APPENDIX G ACRONYMS 95
APPENDIX H BIBLIOGRAPHY 96
APPENDIX I ROADSIDE BUSHFIRE RISK ASSESSMENT GUIDELINES 97

Authorisation and Endorsement

This Integrated Municipal Fire Management Plan was adopted by Colac Otway Shire Council as the first iteration of Colac Otway Shire Integrated Fire Management Plan in partnership with the agencies listed below.

Rob Small	Bob Barry	Laurie Dwyer
Chief Executive Officer Colac Otway Shire	CFA Regional Manager	Regional Director, South West Dept. of Sustainability and Environment
……	.....	……
Date: / /	Date: / /	Date: / /

Plan endorsed by the Colac Otway Shire Municipal Fire Management Planning Committee on

Date: / /

Plan reviewed by the Barwon South West Regional Strategic Fire Management Planning Committee on

Date: / /

Plan endorsed by the Colac Otway Shire Municipal Emergency Management Planning Committee on

Date: / /

Plan adopted by the Colac Otway Shire Council on

Date: / /

1

Introduction

1.1 Overview

Victoria has a range of characteristics that predispose it to bushfires generally and to the occasional ferocious bushfire in particular. There are few other locations in the world with similar characteristics.[1]

The high bushfire risk in Victoria is the consequence of a number of factors, including vegetation, topography, climate and population patterns, which show population density increasing in bushfire-prone areas[2], like the Colac Otway Shire.

Bushfires have shaped, and continue to shape, all aspects of our environment – landscape, ecosystems, biological diversity and culture.[3] They occur both naturally and as a result of human actions. While bushfires can be vital to the continued rejuvenation of the natural landscape, the human, social and economic impacts can be enormous. Fire management needs to address both the threats to life and property and the role that fire plays in the environment.

Fifty-two significant bushfires have been recorded in Victoria since 1851, with two-thirds of them in the past 60 years.[4] The last decade has seen a dramatic increase in the number, size and severity of bushfires in Victoria, as evidenced by :

- the 2002/2003 Alpine fires,
- the 2006/2007 Grampians fires,
- the 2006/2007 Great Divide fires ; and
- and the 2009 Black Saturday fires.

The two most significant fires in the Colac Otway Shire region were the 1939 and 1977 fires. In 1939, numerous fires burning separately in various parts of the state joined and peaked in severity on 13 January - “Black Friday”. The fires affected almost every section of Victoria, including the Otways. On 12 February 1977 widespread fires occurred across the Western District of Victoria, mostly in grasslands. This included the Cressy (Wallinduc or Werneth) fire: 42,000ha.in which 3 people lost their lives. In Cressy 10 houses were destroyed along with 2 halls, a garage and fuel depot. The State school and tennis centre at Werneth were destroyed and a large number of outbuildings.

1.2 Shared Responsibility for Bushfire Safety

The 2009 Victorian Bushfires Royal Commission was guided by two overarching principles in conducting its work and preparing its Final Report – the protection of human life and shared responsibility. Shared responsibility is an essential part of effective fire management planning in the Colac Otway Shire.

The concept of shared responsibility recognises that individuals, fire authorities and all levels of government are responsible for preparing for fire and improving people’s safety.[5] Educated and

[1] 2009 Victorian Bushfires Royal Commission, *Final Report – Volume 1: The Fires and the Fire-Related Deaths*, p. xxiv

[2] Ibid.

[3] Ibid. at p. 2

[4] Ibid. at p. 2.

[5] Ibid. at p. xxviii

engaged communities are critical to successful fire management and planning. The Commission indicated that:

> *A long term goal of Victorian bushfire policy and legislative frameworks should be to build strong, proactive communities that understand bushfire risk and make sound decisions about how they will manage and respond to those risks. This goal brings with it roles for individuals, agencies and government.*[6]

In describing these roles further, the Commission noted that:

Individuals should be encouraged, to the extent of their capabilities, to make their own preparations to protect themselves and their communities from bushfire;

Agencies should educate, prepare and help protect individuals by ensuring that they have access to the information needed to make sound decisions. It is also vital that agencies provide accurate and prompt warnings that are easy for the public to understand.

Government's role is to create the legislative foundation, fund fire services, facilitate community education and support, and provide essential infrastructure and local support to help communities stay safe.

1.3 Integrated Fire Management Planning

Integrated Fire Management Planning (IFMP) is a central component of the State Fire Management Planning Strategy 2009. Essentially, IFMP involves bringing communities, fire agencies and state and local government departments together to deliver fire management planning.

The three key documents guiding IFMP are:

- The Integrated Fire Management Planning Framework[7], which provides an overview of how IFMP works and who is involved;
- The State Fire Management Strategy 2009[8], which is based on the IFMP Framework and provides a broad, strategic vision and direction for fire management planning in Victoria; and
- The Integrated Fire Management Planning Guide[9], which outlines the regional and municipal fire management planning process, including the process for developing this Municipal Fire Management Plan.

IFMP builds on existing processes to support the integration, consistency and coordination of fire management planning activities of government, the fire management sector and communities. IFMP is designed to operate under existing state fire and emergency management legislation and therefore does not replace existing statutory roles and responsibilities.

Under IFMP, collaborative agency fire management planning will occur through Municipal Fire Management Planning Committees. Agency plans will be aggregated to form the basis of Municipal Fire Management Plans. Fire management planning will be aligned with each organisation's planning and business processes through:

- the implementation of common planning models and methodologies;
- allocation of resources and accountabilities;
- participation in common decision making through the committee process;
- collaborative delivery of fire management activities; and

[6] Ibid.

[7] Available at www.ifmp.vic.gov.au

[8] Available at www.ifmp.vic.ogv.au

[9] Available at www.ifmp.vic.gov.au

- cooperative engagement.

IFMP also links fire management planning across the State to a standard risk management approach. The alignment of the IFMP planning cycle with the Australian Risk Management Standard AS/NZ ISO 3100 2009 is outlined in Table 3 below.

TABLE 3. IFMP ALIGNMENT WITH AS/NZS ISO 31000:2009

Stage of the IFMP planning cycle	Relevant aspect of the AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines
Engagement Plan	Communicate and consult
Environmental Scan	Establish the context
Risk Assessment > Analyse	Identify the risk > Analyse the risk > Evaluate the risk
Decide > Publish	Determine and document treatment options
Deliver	Treat the risk
Monitor and Improve	Monitor and review

1.4 Authority for Plan

This Municipal Fire Management Plan (the Plan) has been produced by and with the authority of the Colac Otway Shire Council pursuant to Section 20 of the Emergency Management Act 1986 and will be deemed to fulfil Section 55A (Municipal Fire Prevention Plans) of the Country Fire Authority Act 1958.

The Plan is a sub-plan of the Colac Otway Shire Council Municipal Emergency Management Plan.

1.5 Period of Plan

Municipal Fire Management Plans have a three year planning cycle. This Plan will be deemed endorsed for a period of 3 years commencing from the date of Council adoption of the Plan, and will be reviewed annually.

1.6 Planning Process

This Plan has been prepared by the Colac Otway Shire Municipal Fire Management Planning Committee in accordance with the IFMP Framework, the IFMP Planning Guide and the Emergency Management Manual Victoria, Part 6A – Guidelines for Municipal Fire Management Planning.

The Plan has been developed consistent with the IFMP process.

Figure 2. Integrated Fire Management Planning process

Development of the Plan has been undertaken by representatives of the various agencies that comprise the Colac Otway Shire Municipal Fire Management Planning Committee. This Plan is not intended to duplicate existing agency plans but to consolidate and coordinate the significant range of plans that exist, and apply to the Colac Otway Shire regarding fire.

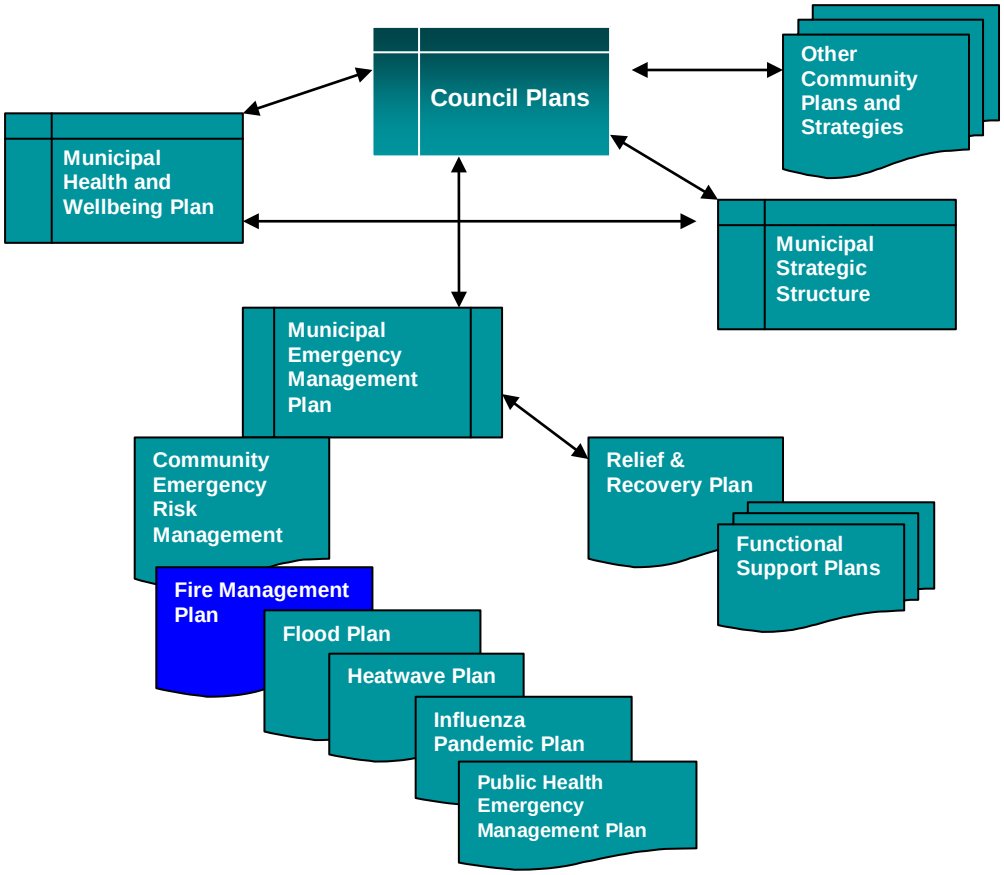
1.7 Relationship to Municipal Fire Prevention

This Plan replaces the Shire's Municipal Fire Prevention Plan.

As part of the transition under Integrated Fire Management Planning from Municipal Fire Prevention Plans to integrated Municipal Fire Management Plans, both plans initially operated in tandem. The initial draft Municipal Fire Management Plan addressed bushfires, grassfires and environmental burns and the Municipal Fire Prevention Plan addressed structural and chemical fires. This Plan now addresses all fire risks..

1.8 Municipal Planning Structure

The Colac Otway Shire's planning structure and the relationship of this Plan to other plans endorsed by Council is outlined in the diagram below:



1.9 Plan Review and Updates

The Plan will be reviewed and updated annually to ensure it:

- incorporates any new strategies, programs and tools developed by the State Fire Management Planning Committee and the Barwon South West Regional Strategic Fire Management Planning Committee;
- reflects agency updates and annual workplans; and
- meets community needs and expectations.

1.10 Community and Organisational Engagement Process

Stakeholder engagement and participation is an essential element of fire management planning.

Section 2 of this Plan outlines the engagement process that has been undertaken by the Municipal Fire Management Planning Committee in developing this Plan.

2

Engagement and Communications

2.1 Integrated Fire Management Planning Engagement Process

Community and organisational engagement is required throughout the Integrated Fire Management Planning (IFMP) process. The aim is for communities and organisations to participate together in the collaborative development, delivery and monitoring of Municipal Fire Management Plans.

Consistent with the IFMP Planning Guide, the Colac Otway Shire Municipal Fire Management Planning Committee (MFMPC) has developed a Community and Organisational Engagement Plan (the Engagement Plan). The Engagement Plan outlines community and organisational engagement that has been or will be undertaken by the MFMPC to develop this Plan. A copy of the Engagement Plan is included in Appendix D.

The Engagement Plan identifies key stakeholders and communities and the level, method and timing of engagement. For the purposes of the Engagement Plan, 'stakeholder' means agencies responsible for fire management planning in the Colac Otway Shire.

The Engagement Plan has been developed using International Association for Public Participation Australasia (IAP2) principles. These principles are as follows:

Inform
Provide appropriate detailed and accurate information to assist stakeholders develop a shared understanding of the complexity of issues, alternatives and possible solutions.

Consult
Utilise stakeholder expertise and diversity to obtain input into analysis, alternatives and develop key decisions.

Involve
Work directly with the suite of key stakeholders throughout the various processes to ensure key issues and intent are understood and considered.

Collaborate
Partner with key stakeholders in each aspect of decision making. This includes the development of alternatives, and the identification of contributions and priority actions with a clear understanding of the responsibilities of each stakeholder.

Empower
Foster and promote transparent and accountable processes that allow each stakeholder organisation to empower themselves through key actions and the implementation of responsibilities.

2.2 Stakeholder Analysis

Stakeholders for this Plan have been grouped into three categories according to their chosen level of participation in integrated fire management planning and their information requirements. The three engagement categories are:

- Primary (permanent MFMPC members);
- Secondary (attend MFMPC by request); and
- Tertiary (other agencies, organisations and interested groups that could support the Municipal Fire Management Plan)

This stakeholder analysis helped inform the development of the Engagement Plan, including determining the level and timing of stakeholder participation.

2.3 Community Engagement Principles

The Colac Otway Shire recognises the value of local knowledge and the unique contribution the community can make to local fire management planning.

Effective community engagement in fire management planning is required to:

- Promote acceptance, understanding and joint problem solving;
- Raise knowledge and skills of fire management through participation;
- Produce plans that support community and organisational expectations; and
- Incorporate community and organisational needs into the development of fire management plans.

Community interest in fire management planning is usually greatest at the local level. The MFMPC will endeavour to ensure that community feedback on local fire management planning is incorporated into this Plan, where relevant and appropriate.

2.4 Agency Engagement and Plan Approval

As previously stated, this Plan was produced collaboratively by members of the Colac Otway Shire MFMPC. The Committee is made up of representatives from the Colac Otway Shire, the Country Fire Authority, the Department of Sustainability and Environment, Parks Victoria, Victoria Police and Vic Roads.

As a sub-plan of the Colac Otway Shire Municipal Emergency Management Plan, the draft Plan was provided to the Shire's Municipal Emergency Management Planning Committee (MEMPC) for review and comment. The MEMPC has broader representation that includes the Victorian State Emergency Service, VicRoads, Barwon Water and the Australian Red Cross. Agencies represented on the MFMPC are also represented on the MEMPC.

The draft Plan was then submitted to Council for approval prior to consultation with the community in accordance with the Engagement Plan.

The draft Plan has been revised based on community and organisational feedback and submitted for formal endorsement by the MFMPC and the MEMPC. The Plan will then be sent to the Barwon South West Regional Strategic Fire Management Planning Committee for comment, prior to recommendation to Council for consideration and adoption.

2.5 Outcomes

The desired outcomes from the community and organisational engagement process are:

- Relevant stakeholders are engaged at the appropriate stage of Plan development and actively participate in shaping and implementing this Plan;
- The roles and responsibilities of individuals, agencies and government in preparing for fire and improving people's safety are well understood;
- Agency fire management activities are better integrated and coordinated in the Shire;
- Community knowledge and understanding of fire risks and fire management in the Shire is significantly increased; and
- The Plan supports, or is revised to support, community and organisational needs.

3

Summary of Environmental Scan

3.1 Location and land tenure

Colac Otway Shire is located in the South-West of Victoria, approximately 160 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:

Alvie	Coragulac	Irrewillipe	Simpson (part)
Apollo Bay	Cororooke	Irrewillipe East	Skenes Creek
Balintore	Corunnun	Jancourt East	Stonyford (part)
Barongarook	Cressy	Johanna	Sugarloaf
Barongarook West	Cundare	Kawarren	Swan Marsh
Barramunga	Cundare North	Kennett River	Tanybryn
Barwon Downs	Dreeite	Larpent	Warncoort
Barunah Plains	Dreeite South	Lavers Hill	Warrion
Beeac	Elliminyt	Marengo	Weeaproinah
Beech Forest	Eurack	Mount Sabine	Weering
Birregurra	Ferguson	Murroon	Whoorel (part)
Bungador	Forrest	Nalangil	Wingeel (part)
Cape Otway	Gellibrand	Ombersley (part)	Wongarra
Carlisle River	Gellibrand Lower	Ondit	Wool Wool (part)
Carpendeit	Gerangamete	Pennyroyal (part)	Wyelangta
Chapple Vale	Glenaire	Petticoat Creek	Wye River
Colac	Grey River	Pirron Yallock (part)	Yeo
Colac East	Hordern Vale	Separation Creek	Yeodene
Colac West	Irrewarra		Yuulong

Colac Otway Shire is a predominately a rural, residential and resort area with some industrial operations in the Colac and Apollo Bay built up areas. The Shire encompasses a total land area of 3,250 square kilometres, of which a large proportion is National Park, including beaches, coastline, rainforests, waterfalls, lakes and craters. Much of the rural area is used for forestry 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 is the city of Colac, which serves as an administrative, retail, industrial and commercial centre. The other major township is Apollo Bay, which serves as the major tourism centre.

In the 1960s some subdivision of coastal areas occurred, with growth continuing in Apollo Bay. Since the 1970s rural residential living has become increasingly popular, with growth in smaller settlements in the Otways and further inland, such as Barongarook, Birregurra, , Forrest, Johanna and Lavers Hill. The population of the Shire declined slightly from 20,400 in 1991 to 19,600 in 1996, and then was relatively stable, increasing marginally to 19,900 in 2006.

Major features of the Shire include Great Otway National Park, Lake Colac, Cape Otway Lighthouse, Otway Fly Treetop Walk, the Great Ocean Road, the Great Ocean Walk and various beaches. The Shire is served by the Hamilton Highway, the Princes Highway, the Great Ocean Road and the Geelong-Warrnambool railway line, with stations at Colac and Birregurra.

The breakdown of land tenure in the Shire is depicted in the attached map. The map highlights that only 0.25% of land in the Shire is Council owned or managed. Approximately 38% of land is State owned and the majority of land in the Shire is privately owned.

3.2 Natural environment

The Shire is strongly influenced by physical and topographical features, which impact on urban development and land use management. It is characterised by a diverse range of environments including rugged coastline, dense native forests, rolling rural plains and significant rivers, lakes and wetlands. In the course of time these features have contributed to creating distinctive communities with quite different expectations about how their areas should develop or be maintained.

There are four distinct Bioregions within the Colac Otway Shire, known as the Otway Ranges Bioregion, Otway Plain Bioregion, the Victorian Volcanic Plain Bioregion and the Warrnambool Plains Bioregion. (Bioregions are the broad scale mapping units used for biodiversity planning in Victoria and capture the patterns and ecological characteristics in the landscape.) These are four of the 28 Bioregions found in the state of Victoria.

1. **The Otway Plain Bioregion** includes the coastal plains and dunes, the foothills with river valleys and swamps in the lowlands. The ridges seen today mark the positions of the difference to successive shorelines as the ocean has retreated from these areas over time to where it is today.
2. **The Otway Ranges Bioregion** consists of moderate to steep slopes that are deeply dissected blocks of alternating beds of sandstone, siltstone and shale's and swampy alluvium in the lowlands.
3. **The Victorian Volcanic Plain Bioregion** contains highly significant remnant vegetation communities that are supported by volcanic deposits that form an extensive flat to undulating basaltic landscape.
4. **The Warrnambool Plains Bioregion's** identifying features are nutrient deficient soils over low calcareous dune formations and the distinctive cliff coastline. Much of the limestone has been overlain by more recent sediments, and between the limestone dunes, areas of swamplands are characterised by highly fertile peats and seasonal inundation.

The Shire acknowledges its unique geographical location and the strengths and challenges of its regional position.

3.3 Climate and bushfire season

3.3.1 Climate

The Colac Otway Shire is in a mild temperate climate with defined seasonal change through summer, autumn, winter and spring.

The bushfire season generally runs from November to April annually. Prevailing weather conditions associated with the bushfire season in the Shire are high daily temperatures with north to north-westerly winds, followed by a vigorous west to south-westerly change. The wind changes in the Shire vary between an afternoon sea breeze to thunderstorms with lightning and damaging winds.

The typical/average climate in the Colac Otway Shire MFMPC area is:

Climate					
Daily mean maximum temperatures			**Daily mean minimum temperatures**		
	Jan	**July**		**Jan**	**July**
Colac	25.6	11.5	Colac	13.4	5.4
Cape Otway	21.2	12.5	Cape Otway	14.4	8.7
Rainfall (mm) Mean			Rain days Mean Nos.		
	Jan	July		Jan	July
Colac	36.8	76.3	Colac	5.1	13.1
Cape Otway	47.7	105.1	Cape Otway	6.1	15.2

Source: Bureau of Meteorology www.bom.gov.au / climate/averages/tables/ As at June 2007

3.3.2 Climate Change

In the Colac Otway Shire, climate change is expected to result in increased bushfire risk, more extreme weather events (e.g. drought, flood, wind storms, storm surges), coastal erosion and inundation due to the effects of sea level rise.

The State Government's regional climate change projections[10] indicate that the Shire can expect:

- More hot days;
- More intense droughts as a result of warmer temperatures and higher evaporation rates;
- Fewer rainy days, but increased rainfall intensity when it does rain;
- More droughts and higher evaporation rates; and
- Hotter drier conditions with significant reductions in run off for water catchments.

3.3.3 Bushfire considerations

Due to its landscape, the Colac Otway Shire is recognised by fire agencies as being one of the most fire prone areas in the State of Victoria.

There are a number of concerns regarding bushfires, which are unique to this particular region:

- A bushfire during the holiday period, where the population can increase significantly with up to 100,000 summer visitors, is particularly alarming. Public awareness and information programs therefore have to cater not only for residents, but also visitors.
- The main escape route from a major bush-fire sweeping down from a northerly direction towards the coast is the narrow, winding Great Ocean Road. This route is extremely vulnerable to blockages (accidents, rock falls etc.) which could result in significant numbers of people being stranded in coastal towns, or, more alarmingly, along the roadside.
- The northern part of the Shire is grassy plain, which is also highly prone to bushfires. In the Cressy fire in 1977 (one of the 'Black Saturday' fires), three people lost their lives, over 39,000 hectares were burnt and 10 houses were destroyed, along with several other buildings.

3.4 Population and demographic information

3.4.1 Overview

Development in the Shire dates from the 1850s when pastoralists and timber-getters established themselves in the areas around Colac. Colac experienced significant growth in the first half of the 20th Century as it became the major service centre to the agricultural areas to the north and the timber getting areas to the south. Apollo Bay was established in the 1860s as a port for the timber being harvested in the Otway Ranges. In later years it has become a holiday destination, particularly since the construction of the Great Ocean Road in the 1930s. In recent years, the Shire has catered for distinct housing markets; a relatively stable rural and regional population in the inland areas and a growing population in the coastal areas. The coastal areas, in particular Apollo Bay and Wye River, also cater for large influxes of persons during the summer holiday season. Some inland areas have also experienced growth in recent years through rural residential subdivision.

[10] Department of Sustainability and Environment, *Climate Change in the Corangamite Region,* available at www.climatechange.vic.gov.au

Demand for housing in the Colac area is expected to predominantly come from new households forming within the Shire. By contrast, it is expected that demand for housing in the coastal areas will predominantly come from further afield, such as Geelong and Melbourne.

With the variety of residential and rural locations, different areas within Colac Otway Shire have developed different roles within the housing market. Areas on the outskirts of Colac such as Elliminyt are attractive to both young and mature families as well as older adults. The established areas of Colac as well as the rural areas lose significant numbers of young adults as they seek employment and educational opportunities in larger centres, this trend is common to most rural and regional areas in Australia. The Great Ocean Road – Otways area attracts large numbers of young adults and retirees from outside the Shire. The variety of function and role of the small areas in Colac Otway Shire means that population outcomes differ significantly across the Shire.

There are also significant differences in the supply of residential property within the Shire which will also have a major influence in structuring different population and household futures within the Shire over the next five to ten years. New development opportunities have been identified in Elliminyt and Great Ocean Road - Otways while the established areas of Colac and the Rural Areas have relatively low amounts of new dwellings expected over the forecast period.

3.4.2 Population

Brief statistics	Colac Otway Shire
Forecast population 2011:	22,264
Change between 2011 and 2031:	4,534
Average annual percentage change between 2011 and 2031 (20 years):	0.93% per annum
Total percentage change between 2011 and 2031 (20 years):	20.36%

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

The ‘Key statistics’ table presented on the next page contains summary statistics for Colac Otway Shire. By default the table displays 2001 and 2006 data as both absolute numbers and percentages (where application), along with the change in number between these years.

3.5 Vulnerable People

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.

3.5.1 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.

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 the Municipal Emergency Management Plan.

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 the Municipal Emergency Management Plan.

Key statistics (summary statistics) Colac Otway Shire							
	2006			2001			
Enumerated data	Number	%	G21 Region %	Number	%	G21 Region %	Change 2001 to 2006
Enumerated population, including oversees visitors							
Total populations (a)	19,982	100.0	100.0	20,089	100.0	100.0	-107
Males (a)	9,909	49.6	48.8	10,005	49.8	49.0	-96
Females (a)	10,073	50.4	51.2	10,084	50.2	51.0	-11
Overseas visitors	116	0.6	0.4	92	0.5	0.5	24
Age Structure							
Infants 0 to 4 years	1,219	6.1	6.2	1,296	6.5	6.5	-77
Children 5 to 17 years	3,806	19.2	18.3	4,104	20.5	19.1	-298
Adults 18 to 64 years	11,632	58.6	60.3	11,477	57.4	59.9	155
Mature adults 65 to 84 years	2,790	14.0	13.2	2,756	13.8	12.8	34

Key statistics (summary statistics) Colac Otway Shire							
	2006			2001			
Enumerated data	Number	%	G21 Region %	Number	%	G21 Region %	Change 2001 to 2006
Senior citizens 85 years and over	420	2.1	2.0	364	1.8	1.7	56
Households and dwellings							
Owned	3,422	31.9	31.4	3,961	39.4	37.8	-539
Purchasing	2,385	22.2	27.5	1,858	18.5	23.5	527
Renting	1,699	15.8	18.1	1,361	13.5	16.9	338

Households (occupied private dwellings)	7,977	-	-	7,767	-	-	210
Persons counted in households	19,304	-	-	19,486	-	-	-182
Average household size (persons)	2.42	-	-	2.51	-	-	-0.09
Total Dwellings	10,744	100.0	100.0	10,054	100.0	100.0	690
Non-English speaking backgrounds	532	2.7	7.8	554	2.8	8.0	-22
Main English speaking countries	830	4.2	6.4	814	4.1	6.6	16

3.6 Fire History within the Colac Otway Shire

The Colac Otway area has on average 44 bushfires per year. The two main sources of ignition in the Shire are natural causes and suspicious events.

3.7 Colac-Otway Shire Major Fires

1851 February 6 – Black Thursday. The "Fires covered a quarter of what is now Victoria" including "The Pyrenees, the Loddon country, the Wimmera, Colac, the "far west", the Portland country, Mount Gambier, the country between Geelong and Ballarat. Not one house in ten survived in the Barrabool Hills"

1886 January 4-5: Otway & Heytesbury regions, including Colac.

1914 Otway Ranges•.

Beech Forest and 'forest south of Colac'

1919 1/2/1919-1/3/1919 "Three people died when bushfires consumed Otway forests. Bushfires were widespread for six weeks and many homes were destroyed."

24 Nov 120,000 ha Otway Ranges and Grampians

1932 January-February: widespread fires. Reports of fires include: Beech Forest and Cape Otway near Lorne & Benwerrin

1939 Towards the end of a long drought, numerous fires burning separately in various parts of the state joined and peaked in severity on 13 January - "Black Friday". The fires affected almost every section of Victoria, including the Otways. "The findings of the Royal Commission that was held following the fires were highly significant in increasing fire awareness and prevention throughout Australia."

1944 Friday 14 January – 14 February: Major fires across Western District with 15-20 fatalities.

1962 16 January: Otways (2,024 ha)

1965 21 February: Otways (12,000 ha).

1966 23 November: Otways - Modewarre, Wurdale, Anglesea (15,000 ha).

1968 Colac Gellibrand road, 10 miles south of Colac, Barangarook threatened (810 ha) (11 Jan) also a fire on north side of Lorne (1215 ha) (6 Feb).

1977 12 February:"Widespread fires occurred across the Western District of Victoria, mostly in grasslands This included the Cressy (Wallinduc or Werneth) fire: 42,000 ha.in which 3 people lost their lives. In Cressy 10 houses were destroyed along with 2 halls, a garage and fuel depot. The State school and tennis centre at Werneth were destroyed and a large number of outbuildings.

There was another fire at Beeac (1500 ha).

1983 16 February - “Ash Wednesday”. Over 100 fires in Victoria, with the Otway ranges severely affected. The Otway fire originated at Deans Marsh (in what is now Surf Coast Shire) and resulted in 3 deaths and around 41000 ha burnt (mainly forested country) and 729 houses lost

2001 February 2 “Wingeel Plains Fires” (2000 ha).

2002 15 September: Chapple Vale (786 ha).

4

Municipal Fire Management Objectives

4.1 Alignment to Regional Objectives

The Barwon South West Regional Strategic Fire Management Planning Committee has resolved that the regional priorities to be addressed first are:

- High Risk Townships
- Critical Essential Service Assets
- Tourism/Major Events
- Key Rural Industries, and
- Major Transport Corridors
- Objectives and Outcomes

4.2 Objectives and Outcomes

4.2.1 Objectives and Legal Requirements

The primary objectives of this Plan are to:

- Protect and preserve human life;
- Protect critical infrastructure;
- Manage and reduce the risk of fire, with due regard to the natural environment;
- Align and integrate fire management planning and practices across agencies and the community; and
- Educate, inform and empower communities to become more self-reliant and resilient.

Under the Country Fire Authority Act 1958 (section 55A), this Plan must contain provisions:

- Identifying areas, buildings and land use in the Colac Otway Shire that are at particular risk in case of fire;
- Specifying how each identified risk is to be treated and who is responsible for treating those risks; and
- Identifying all designated neighbourhood safer places in the Shire.

The Colac Otway Shire is required under section 43 of the Country Fire Authority Act to take all practicable steps (including burning) to prevent the occurrence of fires on, and minimize the spread of fires on and from:

- Any land vested in the Shire or under its control and management; and
- Any road under its care and management.

Other agencies and organisations, such as the Department of Sustainability and Environment, the Country Fire Authority and electricity providers such as Powercor also have various obligations, including legal obligations, in relation to fire management. (Further discussion of the Department of Sustainability and Environment's obligations in relation to planned burning on public land is included in Section 5.1.2.)

To meet these objectives and requirements, this Plan has been developed as an operational and strategic document. The Plan identifies communities and assets at risk through an Environmental Risk Scan and the Victorian Fire Risk Register (VFRR). The VFRR is a tool to identify assets at risk, assess the level of bushfire risk to assets and identify a range or treatments to mitigate the risks. Treatments may include activities such as fuel reduction, community education, property planning and preparedness programs.

The Plan also references treatments for the five regional risk priorities (listed above) identified by the Barwon South West Regional Strategic Fire Management Planning Committee. A copy of the VFRR Municipal Risk Register for the Colac Otway Shire, with risks presented by regional risk priorities, is included in appendix A.

4.2.2 Outcomes

The desired outcomes of this Plan are:

- Human life and critical infrastructure are better protected in the Shire;
- Plans are in place and activities undertaken to minimise the risk of fire and to suppress any fire that may occur within the Shire;
- Members of the Municipal Fire Management Planning Committee actively seek opportunities for agency collaboration to improve outcomes for communities and to reduce duplication;
- All agencies contribute to and are accountable for implementing agreed treatments; and
- Communities within the Colac Otway Shire have an improved understanding of fire in their environment and the shared responsibility for action to reduce the risk of fire within their community.

4.3 Strategic Directions

The strategic direction of this Plan aligns directly with the State Fire Management Strategy 2009 vision for future fire management in Victoria. The vision is for fire management in Victoria that delivers:

- Active participation of community, the fire management sector and government, working together in fire management planning to reduce the destructive impact of fire on communities and the environment;
- Communities that are resilient to the effects of fire;
- Greater understanding of the fire sector within the community; and
- Healthy natural, social and built economic environments.

In addition, the ongoing development of this Plan will also consider the following broad strategic documents:

- *Fire Services Reform Program and Action Plan*, (June 2011), Fire Services Commissioner;
- *Implementing the Government's Response to the 2009 Victorian Bushfires Royal Commission*, (May 2011), State Government of Victoria;
- *Bushfire Safety Policy Framework*, (September 2011), Fire Services Commissioner;
- *Living with Fire – Victoria's Bushfire Strategy*, (June 2008), State Government of Victoria

4.4 Links to Other Business and Programs

Important linkages include:

- Barwon South Western Regional Strategic Fire Management Plan;
- Colac Otway Shire Municipal Emergency Management Plan;
- Municipal Fire Management Plans for our neighbouring municipalities, Surf Coast Shire, Corangamite Shire and Golden Plains Shire;
- Department of Sustainability and Environment:
    - Fire Operations Plan 2011/12 – 2013/14: Otways District/Region;

- Barwon Otway Bushfire Management Plan; and
- Great Otway National Park and Otway Forest Park Management Plan.

- Country Fire Authority:
  - website www.cfa.vic.gov.au (for general fire information and warnings, community information and engagement programs, Township Protection Plans and Neighbourhood Safer Places – Places of Last Resort and other CFA initiatives);
  - Operation plans and Brigade plans; and
  - Barwon South West Community Safety Program and Resource Catalogue.
- Powercor Bushfire Mitigation Strategy; and
- SP Ausnet Bushfire Mitigation Strategy.

5

Fire Management Risk Strategies

5.1 Risk Assessment Methodologies

To determine the bushfire risk within the Colac Otway Shire, two main risk assessment processes were used:

- The Victorian Fire Risk Register; and
- The Department of Sustainability and Environment's landscape level bushfire management planning process – the 'Otways Bushfire Management Project'.

Each of these processes is described in greater detail below.

To determine the structural and chemical fire risk within the Shire, incident data and major assets were used to inform identification of key risks.

5.1.1 Victorian Fire Risk Register

The Victorian Fire Risk Register (VFRR) application is a systematic process that identifies assets at risk of bushfire on a consistent state wide basis using the Australian/New Zealand Risk Management Standard ISO:31000 2009.

The aim of the VFRR is to identify the risk of bushfires on assets and values in human settlement, cultural heritage, economic and environmental contexts.

The objective of the VFRR is to:

- identify and rate bushfire risks to assets;
- identify current mitigation treatments to manage the risk;
- identify the agencies responsible for implementing mitigation treatments and strategies;
- produce an integrated document and risk register across responsible agencies; and
- support and inform planning at a local level.

The primary outputs of the VFRR process are a series of satellite maps displaying assets at risk, plus a municipal bushfire risk register, listing the risk rating for each asset and current risk mitigation treatments.

A copy of the Colac Otway Shire Risk Register, with risks presented by regional risk priorities, is included in Appendix A .1. A list of the VFRR risk mitigation treatments is included in Appendix A.2

5.1.2 Landscape Level Bushfire Management Planning

The 2009 Victorian Bushfires Royal Commission (VBRC) recommended a substantial increase in planned burning on public land.[11] The State Government, in accepting this recommendation, committed to increasing the amount of planned burning across the public land of Victoria to 390,000 hectare per annum by 2015.

The VBRC stated that the approach must be based on an explicit risk analysis model that also takes into account effects on biodiversity .The challenge is to reduce bushfire risk to life and property while also maintaining a healthy environment.

DSE developed the "Future Fire Management Project" to deliver these outcomes. This project assists fire managers to work with communities to choose the best mix of treatments to both protect communities and sustain natural biodiversity and ecosystem resources, such as carbon and water. It is based on our best understanding of bushfire risk, provides our best estimate of potential

[11] Recommendation 56, 2009 Victorian Bushfires Royal Commission, *Final Report – Volume II: Fire Preparation, Response and Recovery*, p. 295. See also related recommendations 57 and 58.

impacts of fire (possible outcomes), focuses on how well we are achieving these goals, and will be continuously reviewed and improved through research and monitoring.

Since 2006, an active partnership between the Department of Sustainability and Environment (DSE), Parks Victoria, the Country Fire Authority and local government, particularly Surf Coast Shire and Colac Otway Shire, has developed a coordinated strategic approach to protecting the vulnerable coastal communities in the Otways. Many of these communities were devastated during the 1983 Ash Wednesday fires. A Bushfire Management planning process, Future Fire in the Otways Pilot Study, (the Pilot) commenced in the Otways in 2010. It is supported by a stakeholder reference group and aims to plan across both public and private land.

Community consultation helped to identify locally important social, economic and environmental values. The planning then set objectives considering these values. Using Phoenix RapidFire, a computer-based tool that simulates the growth of bushfire under set conditions it is possible to show partners and the community what is likely happen in a bushfire under given conditions but most importantly, what beneficial effects arise from treatments like burning on the spread of a bushfire. When linked with knowledge of how our natural forests respond to fire, it also enables us to assess the cost-benefits of many fires spread over a long period of time (fire regimes). This allows more informed and transparent decisions. This tool, and ways of using it to support planning, have been developed by the University of Melbourne, the Bushfire CRC, DSE and Parks Victoria.

As a part of this process, the following long term fire management options were assessed for the Otways Bushfire Management Pilot:

- Fire regimes that focus mostly on protecting built assets;
- Fire regimes that work tightly within ecological needs; and
- Several combinations of the above.

These fire regimes were then evaluated for their impact on:

- Spread, intensity and damage potential on communities of severe bushfires spreading under extreme fire conditions,
- Forest health (biodiversity and resilience); and
- Water quality and supply.

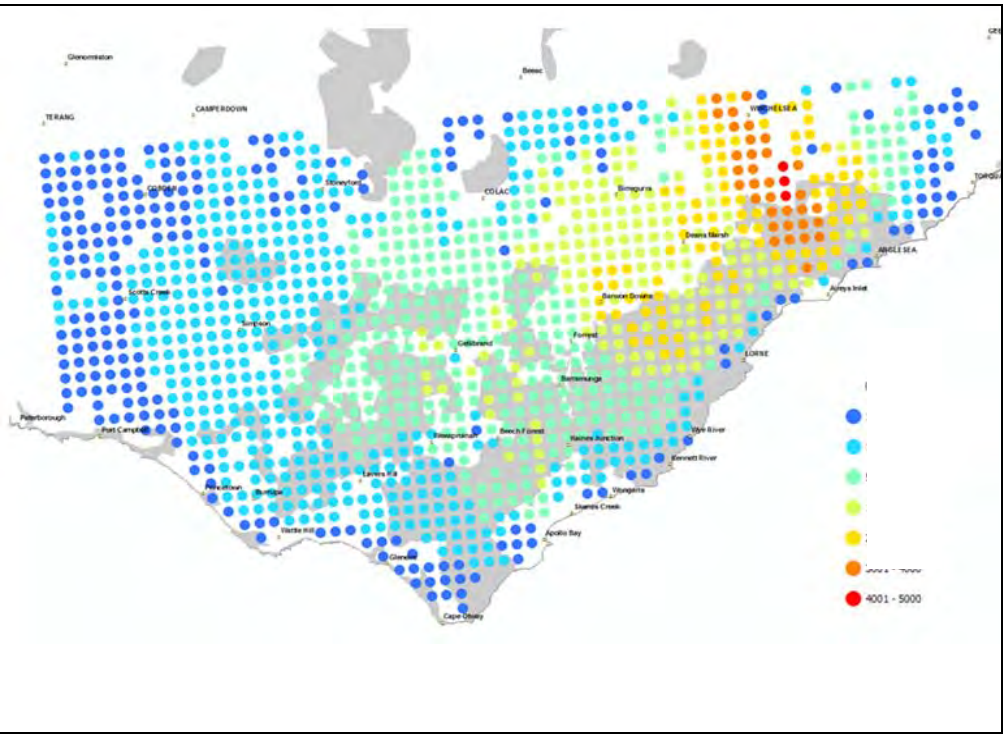
Importantly, the Pilot developed and evaluated fire regimes as they apply across the entire landscape, both public land (parks and forests) and private land. This is absolutely critical to the effectiveness of bushfire management, as bushfires do not respect land boundaries. An integrated approach to managing fuels and fire regimes across both public and private land is essential to better managing bushfire.

The Pilot has produced information that is of great value to Otways' bushfire managers. Numerous fires were run by simulation over the Otways landscape. The protection and ecological and water impacts provided by various combinations of burns were estimated for many fire scenarios. These simulations enable comparative assessment of how planned fire can reduce the chance of fire starting, slow the rate and ferocity of their spread, and reduce their impact on communities and the resources (such as water) and value (such as healthy forests). Fire managers can now measure the level of risk reduction achieved by planned burning and establishment of fuel breaks, including the importance of the relationship between fuel management on both public and private land.

Figure 1. – Modelled impact of fire ignitions:

This image shows how the landscape can be assessed in terms of the most important areas to manage the risk of fire starting, spreading and causing damage – the example here focuses on ignitions.

The orange red areas represent those where fires that start have the highest potential to damage the most residential properties in the Otways under certain fire danger conditions.



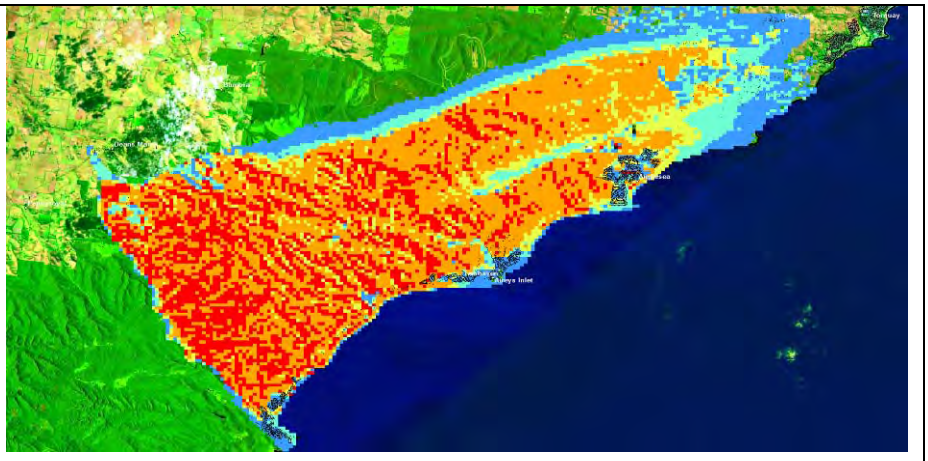
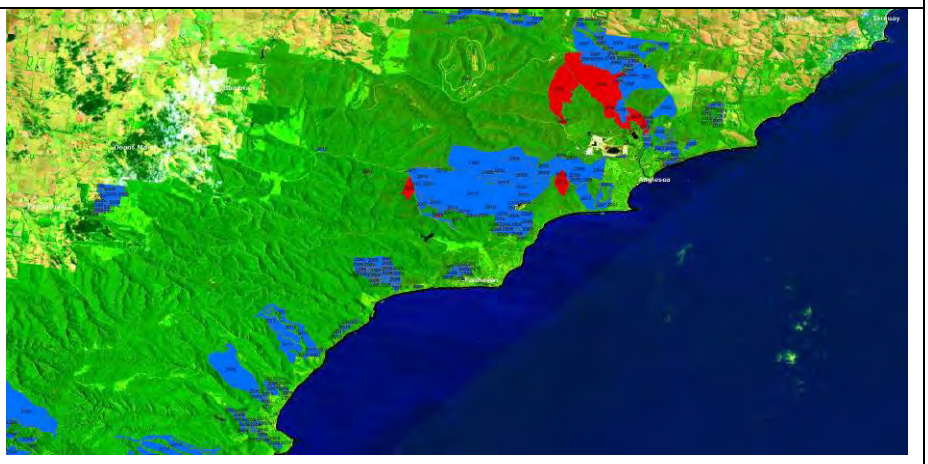
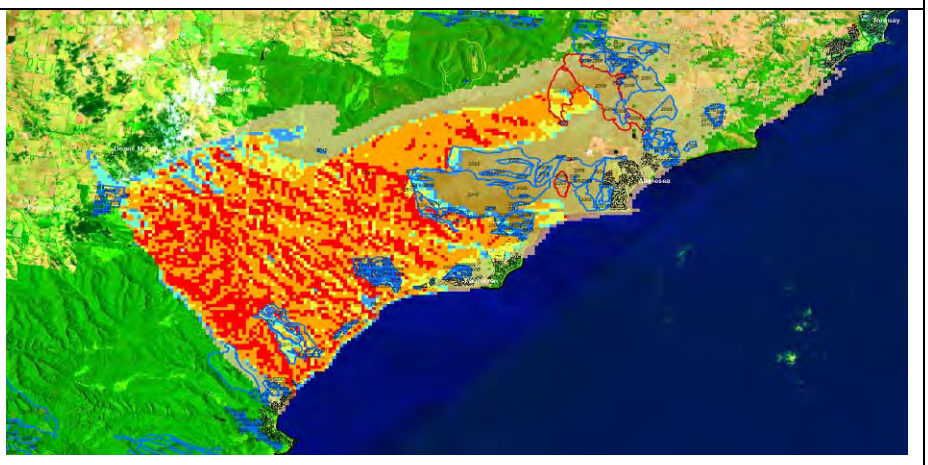
Regardless of how extensively planned burning and building fuel breaks are conducted, bushfire risk can never be totally eliminated from the Victorian landscape.

Modelling and planning using future fire management techniques in the Pilot indicates that, even with burning the maximum area possible, it is not feasible to reduce risk to communities below moderate risk levels. It shows that communities must then apply other mechanisms such as clearing around homes, getting to know neighbours, establishing network groups such as Community Fire Guard and fire strategic conversations,[12] and developing individual and community bushfire plans to further reduce risk. This then becomes a true expression of working together to reduce bushfire risk - an example of the "shared responsibility" discussed in Section 1.2 of this Plan.

Simulations have revealed the parts of the Otways where the most damaging bushfires may start, spread and have significant impacts on communities and water catchments. Although this information is still being refined and evaluated, it already provides critical information for Otway fire managers. Burns and other prevention works can be located with confidence and be shown to substantially reduce risk of bushfire to communities. Review, evaluation, adaptation through the incorporation of new information from research, monitoring and working with communities is fundamental to the ultimate success of fire management planning state wide.

The Pilot has not just focussed on planning future fire regimes. It has practically informed the delivery of the current burn program with approximately 18,000 hectares effectively fuel reduced over the past three years. Modelled risk reduction in the Otways has provided evidence of the need for the escalation of the DSE and Parks Victoria planned burn program, and has demonstrated how fire managers can work more transparently and cooperatively with communities to improve bushfire management outcomes for reducing bushfire risk to local communities.

[12] These two initiatives, and other community engagement initiatives, are described in further detail in Appendix B – Multi-Agency Work Plan: Surf Coast Shire Municipal Fire Management Plan.

Figure 2. – These three images are simulations of: (i) fire spread under near worst case conditions; and (ii) impacts of planned burning on reduction of fire extent, severity and community impacts. This image shows the projected spread of the a fire spreading under near worst case conditions without any prior planned burning and fuel management.	
This image shows planned burn areas scheduled by the end of 2011	
This image shows how the proposed burning is expected to break up and reduce the severity of this fire run. As of 2011, DSE and Parks Victoria implemented and improved on strategies evaluated using this approach.	

The process of better understanding bushfire risk, the role of fire in our environment, and then working together to find the best ways to manage fire in the environment we live in and value is ongoing. This critical work will be further refined over the next few years and has the potential to support more explicit and transparent risk based decision making and improve integrated bushfire management planning. This approach gives emphasis to protecting human life by reflecting our shared responsibility for bushfire safety.[13]

[13] "Approaches to Future Fire Management – risk based planning and action from the Otway-Surf Coast", Case Study, Bushfires Royal Commission Implementation Monitor, *Progress Report*, (July 2011) at pp. 136 – 139.

5.1.3 Hazardous Roadside Vegetation

Risk Assessments have been undertaken of roads within the Colac Otway Shire by VicRoads and Council with respect to vegetation that may pose high risks in the event of bushfire. Risk Assessments of VicRoads managed roads are held and managed by that agency. From the Risk Assessments suitable treatments have been prioritised and works plans prepared.

Council Roads have also been assessed using the same Risk Assessment criteria and maps of high risk roads are included in Appendix E.

It should be noted that treatments will not always include reduction, or removal of vegetation on high risk roads and such treatments will only be applied when it is reasonable in all the circumstances, including the interests of soil stability and significant conservation value.

Fire Management Objectives for Bushfire Management on Roads (as cited by DSE[14])include:

- Objective 1 – Prevent Fires on Roadsides
- Objective 2 – Contain Roadside Fuels
- Objective 3 – Manage Safety of Road Users
- Objective 4: Provide Control Lines

5.1.4 Structural and Chemical Fire Risk Assessment

This Plan recognises that an Urban Risk Assessment Tool is being developed at State level and, once completed, will be implemented by the MFMPC to complete and incorporate a full Risk Register in respect of structural and chemical fires at Appendix A of this Plan. In the interim, Barwon South West IFMP and CFA staff are developing a risk assessment process for chemical and structural fires using incident statistics, key asset identification, and other available site and incident statistical information.

Risk assessment will give consideration to likelihood factors, such as structural and chemical fire history (number and type) across the municipality and across the relevant industry, and the consequences, or potential consequences of those occurrences (death, injury, economic and property loss statistics). Consideration will also be given to high risk premises and assets. Examples of high risk premises may include (for life risk) nursing homes, aged care facilities and institutional care facilities, (and for property loss risk) commercial and industrial premises. In terms of chemical fires, consideration will be given to high risk premises such as chemical manufacturers, or high chemical use industries, chemical transport industries, fuel suppliers and any other industry identified following a comprehensive risk assessment process.

Maps showing chemical and structural fire incidents for the Shire since 1999 are included in Appendix E of this Plan. These maps currently capture actual incident numbers and geographic locations of recorded incidents. Consequence data has still to be incorporated and criteria finalised for asset classification and development of a risk register. As the risk data does not meet the requirements of ISO 31000 to undertake a full risk analysis, the maps are provided in the plan for information only at this time.

[14] Department of Sustainability & Environment, *Roadside Vegetation Management for bushfire mitigation purposes*, 2012

The MFMPC will continue to work with VFRR and Barwon South West region on the development of risk assessment criteria and tools for structure and chemical fires. The Plan will be updated to include additional information as the criteria and tools are finalised.

5.2 Alignment to Regional Objectives

Assets in the Colac Otway Shire's VFRR Risk Register are grouped according to the five regional risk priorities identified by the Barwon South West Regional Strategic Fire Management Planning Committee. These priorities are: high risk townships, critical essential services, tourism and major events, key rural industries and major transport corridors. The table below aligns the regional risk priorities to the asset classes and sub-classes within the VFRR.

Barwon South West Regional Risk Priority	Asset Class	Asset Subclass
High Risk Townships	Human Settlement	Residential Other
Critical Essential Services	Economic	Drinking Water Catchment Infrastructure
Tourism and Major Events	Economic	Tourist and Recreational Special Fire Protection
Key Rural Industries	Economic	Agriculture Commercial Commercial Forests
Major Transport Corridors	Economic	Infrastructure
Other assets not included in regional risk priorities	Human Settlement	Special Fire Protection

5.3 Treatment of Municipal Fire Risk

The state fire management priorities are underpinned by the primacy of life, the protection of property, the economy and the environment. These priorities inform and are integrated into the primary fire risk management strategies used in this Plan (refer to Appendix B of this Plan for details), which are:

- Community education and engagement;
- Hazard reduction;
- Preparedness; and
- Regulatory controls.

The Landscape level bushfire management planning process for Otway-Surf Coast has identified the following five key focus areas to develop municipal level strategies to address bushfire risk:

- Prevention strategies aimed at reducing risk of ignition associated with road, rail and electrical infrastructure to the north of the public land
- Review roadside management strategies to the north of the public land to ensure that works support objectives for either:
    1) Managing for safety of road users, or
    2) Provide control lines
- Private land interface areas for planned burning integrated with public land
- With partner agencies, implement engagement strategies and an integrated approach around community resilience, understanding and awareness of risk.

In addition to these recommended municipal strategies, there are a number of State wide and municipal treatments that have been indentified for each fire risk management strategy, which can be used by agencies to reduce the risk and affect of fire on the community. The generic State wide and municipal wide treatments include:

- Community education programs;
- Community education and engagement activities;
- Public awareness – multi media communications;
- Powerline hazard tree identification, management and reporting;
- Fire hazard inspection program and issue of notice;
- Compliance and enforcement of legislation;
- Wildfire management overlays;
- Building code of Australia;
- Permits to Burn; and
- Local laws.

To effectively reduce community vulnerability to fire will require more than inter-agency effort alone. It will require more self-reliant and self-aware communities that have the knowledge, motivation and capacity to manage risks to reduce the threat of fire and that work as active partners with fire management agencies.

5.3.1 Hazard Trees

The Electrical Safety Act 1998 provides that a municipal council must specify, within its Municipal Fire Prevention Plan:

(a) procedures and criteria for the identification of hazard trees; and

(b) procedures for the notification of responsible persons of trees that are hazard trees in relation to electric lines for which they are responsible.

The Colac Otway Shire's identification and notification procedures for Hazard Trees are included in Appendix C.1.

5.3.2 Township Protection Plans

A key recommendation from the Victorian Bushfires Royal Commission Interim Report was the development of Township Protection Plans (TPPs) for high risk communities across Victoria. The priority given for these plans is the protection of life.

The 2009 Victorian Bushfire Royal Commission identified 52 townships throughout Victoria as highest risk. 8 of these townships are located within the Colac Otway Shire.

The VFRR risk assessment process was also used to inform decisions relating to identified high risks towns and Township Protection Planning, including the initial identification of potential Neighbourhood Safer Places – Places of Last Resort

TPPs are established for high risk communities and are regularly reviewed. Should the risk in a particular area be modified by land clearing or development, TPPs may be updated, the area covered changed or the TPP withdrawn. In addition, other TPPs may be developed in the future for communities at risk of bushfire.

TPPs for specific locations in the Colac Otway Shire can be found in Appendix C.2 – Township Protection Plans.

5.3.3 Bushfire Safety and Shelter Options

5.3.3.1 Overview - Bushfire Safety Options

The State Government's Bushfire Safety Policy Framework recognises that there are a range of ways that people will respond to the threat of bushfires and a range of locations, both personal and communal, where people may find shelter.[15] The Framework includes the following bushfire safety options:

- Leaving options
    - Leaving early
    - Evacuation
- Relocation destinations
    - Leave early destinations
- Shelter options
    - Defending a well prepared home
- Contingency shelter options
    - Private bushfire shelters (bunkers)
    - Community fire refuges
    - Neighbourhood Safer Places – Places of Last Resort
    - Private places of shelter

5.3.3.2 Contingency Shelter Options

The State Bushfire Safety Policy Framework recognises that not all people living or present in high bushfire risk areas will have a well developed bushfire survival plan. Four contingency shelter options are listed in the Framework – two public options (community fire refuges and Neighbourhood Safer Places – Places of Last Resort) and two private options (bunkers and other private places of shelter).

Neighbourhood Safer Places – Places of Last Resort (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 NSP's 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 signposted by the Municipal Council and meet guidelines issued by the Country Fire Authority.

There are currently no designated NSPs or community refuges within Colac Otway Shire.

[15] Fire Services Commissioner – Victoria, *Bushfire Safety Policy Framework*, December 2010 at p. 17, available at www.firecommissioner.vic.gov.au

5.3.4 Individual Bushfire Risk Treatments

5.3.4.1 Vegetation Management Rights

Native vegetation is important to many Victorians and its removal is carefully regulated by the planning system.

Under the Victoria Planning Provisions, there are permit exemptions for vegetation removal around existing buildings used for accommodation and adjacent to fences on property boundaries.

The two main exemptions are the '10/30 rule' and the '10/50 rule' which allow clearance of native vegetation around buildings used for accommodation without obtaining a planning permit. Under the 10/30 rule, landowners can clear without a planning permit:

- Any vegetation, including trees, within 10 metres of a building used for accommodation;
- Any vegetation (except for trees) within 30 metres of a building used for accommodation; and
- Any vegetation to a combined maximum width of 4 metres either side of a fence or boundary, subject to agreement with neighbouring property owners

The 10/50 rule mirrors the 10/30 rule but applies to properties within the Bushfire Management Overlay and allows clearance of vegetation (except for trees) up to 50 metres of a building used for accommodation. The exemptions only apply to existing buildings and fences constructed or approved before 10 September 2009. In the case of the 10/50 exemption, the buildings and fences must be constructed or approved before 10 September 2009 and lawfully erected before 18 November 2011.[16]

5.3.4.2 Local Laws and Permit to Burn

During the Declared Fire Danger Period a fire may not be lit or remain alight in the open air without a permit, and the requirements of Total Fire Bans must be complied with.

During the declared Fire Danger Period, limited permits may be obtained by individuals to conduct a fuel reduction or stubble burn within the municipality. These permits are issued by Council under authority of the CFA Act. These permits contain stringent conditions that must be complied with.

Under the Colac Otway Shire's Local Laws, for amenity and health reasons, the burning of any type of material is regulated. Further information about local laws and permits may be obtained from the Colac Otway Shire's website www.colacotway.vic.gov.au.

5.3.4.3 Inspection of Private Properties and Issue of Notices

The Colac Otway Shire will conduct fire hazard inspections within the municipality, concentrating on high risk areas. Fire prevention notices will be issued on land considered to be a fire risk as soon as practicable upon declaration of Fire Danger Period. Notices will address works required to further reinforce treatments required for the protection of life and property, especially in, and around areas of human settlement.

5.3.4.4 Planning Permits

When applications are lodged with the Colac Otway Shire for permits under the Planning and Environment Act for the subdivision of land or the construction of buildings in areas of high fire risk, the Shire may give consideration to the following documents in determining any such application, and also refer the application to the relevant fire agencies for comment.

- Planning Guidelines for Subdivisions in bushfire-prone areas;
- Building in a Wildfire Management Overlay – Applicant's Workbook 2010;

[16] Clause 52.48, *Victoria Planning Provisions*

- Australian Standard 3959, 2009 - Construction of Buildings in Bushfire Prone Areas; and
- Bushfire Management Overlay – Colac Otway Shire Planning Scheme.

5.4 Treatment of Structural Fires and Chemical Fires and Incidents

5.4.1 Structural Fire Risk

Incident statistics show a likelihood for structural fires across the municipality, but with the strongest concentration in the major townships. Structural fires may involve a range of structures from a single residential structure through to a large industrial building. The impacts of structural fires can include death or injury, loss of property, or consequential economic loss associated with the aforementioned impacts.

It is recognised that the majority of structural fires occur within townships, however isolated single structures can also be affected by structural fire.

5.4.2 Structural Fire Risk Treatments

Structural Fire Risk is treated in a number of ways to minimize their occurrence and severity. Treatment actions may include:

- building control and regulation
- public awareness and education
- household fire planning
- occupational health and safety regulation
- dangerous goods and hazardous material regulation
- response procedures of CFA, including resource and training provision, proportional and specific, to the structural risk environment

5.4.3 Structural Risk Action Timelines and Responsibilities

Determination of treatment implementation will be determined once the State Urban Risk Assessment Tool is developed and subsequently implemented. This plan recognises that many of the treatments identified at 5.4.2 are in place already. It is expected that a fully completed risk assessment process will identify any need for targeted, or alternate, treatments associated with assessed risk.

The MFMPC will work with key agencies including CFA, Council's Municipal Building Surveyor and WorkSafe Victoria to set performance criteria (including timelines) for any identified actions and treatments from the risk assessment process.

5.4.4 Chemical Fire and Incident Risk

Incident statistics show a likelihood for fires and incidents involving chemicals across the municipality. Such incidents may involve a range of matters from a minor leak or spill (example – car leaking petrol) to a major leak and/or fire involving chemicals (examples include Coode Island fire, tar leak at Portland Harbour, Longford Gas Plant fire). The impacts of chemical fires and incidents can include death or injury, loss or damage of property and environment, or consequential economic or environmental losses associated with the aforementioned impacts.

It is recognised that the majority of chemical fires and incidents occur within townships, however isolated incidents have been known to occur, including tanker leaks and fires outside of built up areas.

5.4.5 Chemical Fires and Incident Risk Treatments

Chemical fires and incidents risk is treated in a number of ways to minimize their occurrence and severity. Treatment actions may include:

- dangerous goods and hazardous material regulation
- occupational health and safety regulation
- environmental protection regulation
- industry compliance codes, and codes of practice
- building control and regulation
- transport licensing and regulation
- public and industry awareness and education
- emergency management fire planning within industries
- response procedures of CFA, including resource and training provision specific to the structural, chemical and Hazmat risk environments

5.4.6 Chemical Fires and Incident Risk Action Timelines and Responsibilities

Determination of treatment implementation will be determined once the State Urban Risk Assessment Tool is developed and subsequently implemented. This Plan recognises that many of the treatments identified at 5.4.5 are in place already. It is expected that a fully completed risk assessment process will identify any need for targeted, or alternate, treatments associated with assessed risk.

The MFMPC will work with key agencies including CFA, WorkSafe Victoria, VicRoads and the Environment Protection Authority to set performance criteria (including timelines) for identified actions and treatments.

5.4.7 Major Hazard Facilities

Major Hazard Facilities are industrial sites that store, handle or process specific hazardous materials in quantities above a threshold amount. Examples of such facilities include oil refineries, and gas-processing plants.

Major Hazard Facilities must comply with strict legal requirements. The list of approved Major Hazard Facilities in Victoria is maintained by WorkSafe Victoria and is available at www.worksafe.vic.gov.au.

As at the date of this Plan, there are no Major Hazard Facilities in the Colac Otway Shire.

Major Hazard Facilities treatments are identified and managed at state level. Any Major Hazard Facilities listed in this Plan are noted for information and completeness only.

5.5 Treatment of Special Fire Risks

5.5.1 Yeodene Peat Fire

The Colac Otway MFMPC, and at the advice of the Chief Officer of CFA, identify that a special fire risk exists with respect to the peat swamp area on Boundary Creek, Yeodene.

A fire burnt into the peat area on 10 October 1997, which resulted in the peat soils burning well below the ground surface that is usually burnt associated with bushfires. In March 1998 the fire that had been burning underground reignited surface fuels on a hot windy day resulting in 680 hectares of fire area to the South West of the peat area. CFA have reported intermittent smoke sightings at the peat area between late 1998 and 2010. On 2 March 2010 the fire, under relatively mild conditions, again ignited surface fuels and burnt an area of 80 hectares before being bought under control.

A sub-committee of the MFMPC has been formed to manage this special risk. The Committee is called the Yeodene Peat Fire MFMPC Sub-committee. The committee is to prepare, review, and present options to the MFMPC for consideration in the management of this special risk. The committee is led by CFA and shall report to the MFMPC as a standing agenda item. The sub-committee is to comply with governance and audit standards as required by EMMV for sub-committees of the MEMPC and MFMPC.

5.6 Cross Boundary Arrangements

This Plan seeks to ensure that risk environments that cross municipal and regional boundaries are treated in a seamless manner with regard to risk assessment and treatments. In part, this is achieved through a collaborative approach and the use of consistent processes and tools.

The Colac Otway Shire shares borders with the Corangamite Shire, Golden Plains Shire and Surf Coast Shire. It is the shared responsibility of the Municipal Fire Management Planning Committees for all four municipalities to ensure that risks contiguous across these borders are planned for in a consistent and seamless manner.

Clear linkages to existing organisational cross boundary agreements and Memorandums of Understanding between agencies dealing with Preparedness, Preparation, Response and Recovery activities and resource allocation arrangements are also vital.

The Surf Coast Shire and Colac Otway Shire have agreed to collaborate on development of their Municipal Fire Management Plans. A coordinated strategic approach allows for better agency integration on fire management and planning and reflects the broader landscape level considerations impacting both Shires.

To ensure that shared risk is appropriately addressed, Municipal Fire Management Plans will be considered by the Regional Strategic Fire Management Planning Committees to make certain they address risks shared across municipal and agency boundaries in a consistent and seamless manner.

It is also recognized that agencies and municipalities have existing planning relationships across multiple boundaries and that these planning arrangements need to be considered when developing future plans.

A map of the Colac Otway Shire showing municipal boundaries is provided in Appendix E.

6 Plan Reporting, Review and Improvement

6.1 Legislative Responsibilities

The Colac Otway Shire has a legislative responsibility under the Emergency Management Act 1986 to develop a Municipal Emergency Management Plan, and under the Country Fire Authority Act 1958, to develop and implement a Municipal Fire Prevention Plan. The Municipal Fire Prevention Plan is a sub plan of the Municipal Emergency Management Plan and is prepared by the Municipal Fire Management Planning Committee (MFMPC).

For councils wholly or partly within the country area of Victoria, the Municipal Fire Management Plan as adopted by council will be deemed to meet the requirement for a Municipal Fire Prevention Plan under Section 55A (1) of the Country Fire Authority Act, provided that it contains the provisions as set out in Section 55A (2) of the Country Fire Authority Act.

6.2 Plan Audit

For councils wholly or partly within the Country Area of Victoria, the Municipal Fire Management Plan will also be audited under Section 55B of the Country Fire Authority Act 1958.

6.3 Plan Amendment and Review

This Plan has a three year lifespan based on current audit requirements contained within Section 55B of the Country Fire Authority Act. It is acknowledged that audit process and planning cycles may change as the Integrated Fire Management Planning framework and planning processes evolve in the future.

This Plan will be reviewed and amended:

- Annually in association with the Municipal Emergency Management Plan;
- Following significant incidents if required;
- As directed by the State or Regional Fire Management Planning Committees;
- As required by legislation; and/or
- As further works are completed by the MFMPC.

7

Attachments

Appendix A **Colac Otway Shire Risk Management Register**
A.1 Colac Otway Shire Risk Management Register by Regional Risk Priorities
A.2 List of Victorian Fire Risk Register Treatments

Appendix B **Multi- Agency Work Plan**

Appendix C **Statutory Audit Obligations**
C.1 Hazard Trees – Identification and Notification Procedures
C.2 Township Protection Plans

Appendix D **Community & Organisational Engagement Plan**

Appendix E **Maps**
E1 Municipal Boundaries Map
E2 Hazardous Roadside Risk Map *(to be inserted July 2012)*
E3 Structural Incidents Map – Colac Otway Shire
E4 Chemical Incidents Map – Colac Otway Shire
E5 Combined Chemical & Structural Incidents Map – Colac Otway Shire

Appendix F **Terminology**

Appendix G **Acronyms**

Appendix H **Bibliography**

Appendix I **Roadside Bushfire Risk Assessment Guidelines**

Appendix A.1: Colac Otway Shire Risk Management Register by Regional Risk Priorities

Priority 1 High Risk Townships

Map reference number	Asset Type	Asset Sub Type	Asset Name	Asset Location	Likelihood	Conseq-uence	Risk Rating	Priority	Treatment Number	Township Protection Plan	NSP's Identified
16002	Human Settlement	Residential	Forrest	Forrest	Likely	Catastrophic	Extreme	1B	100;106;202;219;223;418, 420		
16003	Human Settlement	Residential	Lavers Hill	Lavers Hill	Likely	Catastrophic	Extreme	1B	100;106;219;223; 307;418;420		
16004	Human Settlement	Residential	Beech Forest	Beech Forest	Likely	Catastrophic	Extreme	1B	800		
16015	Human Settlement	Residential	Skenes Creek	Apollo Bay Complex	Likely	Catastrophic	Extreme	1B	800		
16024	Human Settlement	Residential	Wye River	Wye River Complex	Likely	Catastrophic	Extreme	1B	100;106;111;202;217; 219;223;307;418;420;700		
16025	Human Settlement	Residential	Kennett River	Kennett River	Likely	Catastrophic	Extreme	1B	100;106;202;219;223;418; 700		
16074	Human Settlement	Residential	Birregurra	Birregurra	Likely	Major	Very High	2A	800		
16006	Human Settlement	Residential	Carlisle River	Carlisle River	Likely	Major	Very High	2A	100;106;219;223;307;418; 420		
16007	Human Settlement	Residential	Barwon Downs	Barwon Downs	Likely	Major	Very High	2A	100;106;203;219;223;418; 420		
16011	Human Settlement	Residential	Beeac	Beeac	Likely	Major	Very High	2A	800		
16010	Human Settlement	Residential	Cressy	Cressy	Almost Certain	Moderate	Very High	2C	800		
16067	Human Settlement	Residential	Colac Interface	Colac	Likely	Moderate	High	3A	800		
16001	Human Settlement	Residential	Marengo	Marengo	Likely	Moderate	High	3A	100;106;219;223;307;418; 420		
16009	Human Settlement	Residential	Pirron Yallock	Pirron Yallock	Likely	Moderate	High	3A	800		

Priority 1 High Risk Townships

Map reference number	Asset Type	Asset Sub Type	Asset Name	Asset Location	Likelihood	Conse-quence	Risk Rating	Priority	Treatment Number	Township Protection Plan	NSP's Identified
16016	Human Settlement	Residential	Apollo Bay	Apollo Bay Complex	Likely	Moderate	High	3A	800		
16013	Human Settlement	Residential	Gellibrand	Gellibrand Complex	Likely	Moderate	High	3A	800		
16008	Human Settlement	Residential	Colac	Colac	Unlikely	Minor	Low	NA	800		
16069	Human Settlement	Other	Scoullers Rd Clifton Rd	Stonyford	Likely	Catastrophic	Extreme	1B	800		
16070	Human Settlement	Other	Alice Crt Telfords Rd	Marengo	Likely	Catastrophic	Extreme	1B	800		
16072	Human Settlement	Other	Kawarren	Kawarren	Likely	Catastrophic	Extreme	1B	100;106;219;223;418;420		
16075	Human Settlement	Other	Johanna	Johanna	Likely	Catastrophic	Extreme	1B	800		
16078	Human Settlement	Other	Yeodene	Yeodene	Almost Certain	Major	Extreme	1C	800		
16071	Human Settlement	Other	Barongarook	Barongarook	Likely	Major	Very High	2A	100;106;219;223;418;420		

Priority 2 Critical Essential Services

Map Reference Number	Asset Type	Asset Sub Type	Asset name	Asset Location	Level of Impact	Cost of Recovery	Consequence rating	Do fires occur frequently	Expected to spread & reach	Likelihood	Risk rating	Priority rating	Treatments
16282	Economic	Infrastructure	Gellibrand Main PS	Carlisle River	National State	High	Catastrophic	No	Yes	Likely	Extreme	1B	212
16222	Economic	Infrastructure	Camperdown Colac 66Kv T/L	Colac Otway	Regional	Moderate	Major	Yes	Yes	Almost Certain	Extreme	1C	108;219;401
16223	Economic	Infrastructure	Winchelsea Colac 66Kv T/L	Colac Otway	Regional	Moderate	Major	Yes	Yes	Almost Certain	Extreme	1C	108;219;401
16244	Economic	Infrastructure	South Otway WPS	Lavers Hill	Regional	High	Major	No	Yes	Likely	Very High	2A	109;214;406; 439
16245	Economic	Infrastructure	Arkins Creek Offtakes	Arkins Creek	Regional	High	Major	No	Yes	Likely	Very High	2A	214;406;439
16201	Economic	Infrastructure	MLTS-TGTS 220 Kv T/L	Colac	National State	Low	Moderate	Yes	Yes	Almost Certain	Very High	2C	427
16206	Economic	Infrastructure	Telecommunications Towers	Colac Otway	Regional	Low	Moderate	Yes	Yes	Almost Certain	Very High	2C	202;203;217; 224;700
16225	Economic	Infrastructure	Apollo Bay Barwon Downs 22Kv T/L	Colac Otway	Local	Moderate	Moderate	Yes	Yes	Almost Certain	Very High	2C	108;219;401
16226	Economic	Infrastructure	Lorne 22kv T/L	Colac Otway	Local	Moderate	Moderate	Yes	Yes	Almost Certain	Very High	2C	108;219;401
16255	Economic	Infrastructure	Mt Tanybryn Communications Tower	Skenes Creek	Local	Moderate	Moderate	Yes	Yes	Almost Certain	Very High	2C	109;214;406; 439
16253	Economic	Infrastructure	West Gellibrand Reservoir	Beech Forest	Local	Moderate	Moderate	No	Yes	Likely	High	3A	214;406;439
16254	Economic	Infrastructure	Olangolah Reservoir	Beech Forest	Local	Moderate	Moderate	No	Yes	Likely	High	3A	214;406;439
16261	Economic	Infrastructure	Apollo Bay WTP	Marengo	Local	Moderate	Moderate	No	Yes	Likely	High	3A	109;214; 406;439
16265	Economic	Infrastructure	Colac Pipeline	Colac	Local	Moderate	Moderate	No	Yes	Likely	High	3A	214;406;439

Priority 2 Critical Essential Services

Map Reference Number	Asset Type	Asset Sub Type	Asset name	Asset Location	Level of Impact	Cost of Recovery	Consequence rating	Do fires occur frequently	Expected to spread & reach assets	Likelihood	Risk rating	Priority rating	Treatments
16239	Economic	Infrastructure	Telstra Exchange	Barwon Downs	Local	Low	Minor	No	Yes	Likely	Medium	4	800
16249	Economic	Infrastructure	Forrest WTP	Forrest	Local	Low	Minor	No	Yes	Likely	Medium	4	109;214;406; 439
16250	Economic	Infrastructure	West Barwon Reservoir & Forrest WPS	Forrest	Regional	Moderate	Major	No	No	Unlikely	Medium	4	109;214;406; 439
16251	Economic	Infrastructure	Gellibrand WPS	Gellibrand	Local	Low	Minor	No	Yes	Likely	Medium	4	109;214;406; 439
16252	Economic	Infrastructure	Gellibrand WTP	Gellibrand	Local	Low	Minor	No	Yes	Likely	Medium	4	109;214;406; 439
16256	Economic	Infrastructure	Skenes Creek High Level WT	Skenes Creek	Local	Low	Minor	No	Yes	Likely	Medium	4	109;214;406; 439
16257	Economic	Infrastructure	Skenes Creek WT & WPS	Skenes Creek	Local	Low	Minor	No	Yes	Likely	Medium	4	109;214;406; 439
16264	Economic	Infrastructure	Apollo Bay High Level WT	Marengo	Local	Low	Minor	No	Yes	Likely	Medium	4	109;214;406; 439
16275	Economic	***Drinking Water Catchment***	Gosling, Matthews & Pennyroyal Creek SWSC	Colac Otway	Regional	Moderate	Major	No	Yes	Likely	Very High	2A	214;406;439
16277	Economic	***Drinking Water Catchment***	Upper Barwon SWSC	Colac Otway	Regional	Moderate	Major	No	Yes	Likely	Very High	2A	214;406;439; 700
16276	Economic	***Drinking Water Catchment***	Gellibrand River SWSC	Colac Otway	Local	Moderate	Moderate	No	Yes	Likely	High	3A	214;406;439; 700
16279	Economic	***Drinking Water Catchment***	Barwon Downs Wellfield Intake	Colac Otway	Local	Moderate	Moderate	No	Yes	Likely	High	3A	214;406;439
16280	Economic	***Drinking Water Catchment***	Barham River SWSC	Colac Otway	Local	Moderate	Moderate	No	Yes	Likely	High	3A	214;406;439; 700
16281	Economic	***Drinking Water Catchment***	Skenes Creek SWSC	Colac Otway	Local	Moderate	Moderate	No	Yes	Likely	High	3A	214;406;439
16278	Economic	***Drinking Water Catchment***	Wurdee Buloc Inlet Channel	Colac Otway	Regional	Moderate	Major	No	No	Unlikely	Medium	4	109;214;406; 439

Priority 3 Tourism & Major Events

Map Reference Number	Asset Type	Asset Sub Type	Asset name	Asset Location	Level of Impact	Cost of Recovery	Consequence rating	Do fires occur frequently	Expected to spread & reach assets	Likelihood	Risk rating	Priority rating	Treatments
16208	Economic	Tourist & Recreational	Great Ocean Road	Colac Otway	Regional	High	Major	No	Yes	Likely	Very High	2A	214;223;418; 700
16200	Economic	Tourist & Recreational	GOR Marathon	Apollo Bay to Lorne	Local	Low	Minor	No	Yes	Likely	Medium	4	418;700
16202	Economic	Tourist & Recreational	Otway Odyssey	Apollo Bay to Forrest	Local	Low	Minor	No	Yes	Likely	Medium	4	202;203;224; 307
16203	Economic	Tourist & Recreational	Kona 24hr	Forrest	Local	Low	Minor	No	Yes	Likely	Medium	4	202;203;224; 307
16205	Economic	Tourist & Recreational	Otway Fly	Phillips Track	Local	Low	Minor	No	Yes	Likely	Medium	4	700
16204	Economic	Tourist & Recreational	Apollo Bay Music Festival	Apollo Bay	Local	Low	Minor	No	Yes	Possible	Low	NA	800
16051	Human Settlement	Special Fire Protection	Melba Gully Day Visitors Site	Melba Gully Rd Lavers Hill			Catastrophic	No	Yes	Likely	Extreme	1B	202;224;307; 700
16052	Human Settlement	Special Fire Protection	Cape Otway Light station	Cape Otway			Catastrophic	No	Yes	Likely	Extreme	1B	202;224;307; 700
16053	Human Settlement	Special Fire Protection	Triplet Falls Day Visitors Site	Wyelangta			Catastrophic	No	Yes	Likely	Extreme	1B	202;224;307; 700
16054	Human Settlement	Special Fire Protection	Maits Rest Day Visitors Site	Cape Horn			Catastrophic	No	Yes	Likely	Extreme	1B	202;224;307; 700
16055	Human Settlement	Special Fire Protection	Blanket Bay Camping Ground	Cape Otway			Catastrophic	No	Yes	Likely	Extreme	1B	202;203;224; 307; 700
16056	Human Settlement	Special Fire Protection	Hopetoun Falls Day Visitors Site	Beech Forest			Catastrophic	No	Yes	Likely	Extreme	1B	202;224;307; 700
16057	Human Settlement	Special Fire Protection	Aire Valley Reserve Day Visitors Site	Beech Forest			Catastrophic	No	Yes	Likely	Extreme	1B	224;307

Priority 3 Tourism & Major Events

Map Reference Number	Asset Type	Asset Sub Type	Asset name	Asset Location	Level of Impact	Cost of Recovery	Consequence rating	Do fires occur frequently	Expected to spread & reach assets	Likelihood	Risk rating	Priority rating	Treatments
16058	Human Settlement	Special Fire Protection	Shelly Beach Day Visitors Site	Marengo			Catastrophic	No	Yes	Likely	Extreme	1B	202;224;307; 700
16059	Human Settlement	Special Fire Protection	Beauchamp Falls Camping Ground	Beauchamp Falls Road Beech Forest			Catastrophic	No	Yes	Likely	Extreme	1B	202;224;307; 700
16060	Human Settlement	Special Fire Protection	Marriners Falls Day Visitor Site	Barham Rd Apollo Bay			Catastrophic	No	Yes	Likely	Extreme	1B	202;224;307, 700
16061	Human Settlement	Special Fire Protection	Stevensons Falls Camping Ground	Barramunga			Catastrophic	No	Yes	Likely	Extreme	1B	202;224;307, 700
16062	Human Settlement	Special Fire Protection	Fork Paddocks Camping Ground	W Barwon Track Barramunga			Catastrophic	No	Yes	Likely	Extreme	1B	202;224;307, 700
16063	Human Settlement	Special Fire Protection	Grey River Picnic Area	Grey River			Catastrophic	No	Yes	Likely	Extreme	1B	202;203;224; 307;700
16064	Human Settlement	Special Fire Protection	Lake Elizabeth Camping Ground	Barwon Downs			Catastrophic	No	Yes	Likely	Extreme	1B	202;203;224; 307;700
16065	Human Settlement	Special Fire Protection	Goat Track Camp Ground	Barwon Downs			Catastrophic	No	Yes	Likely	Extreme	1B	202;203;224; 307;700
16068	Human Settlement	Special Fire Protection	Otway Fly	Beech Forest			Catastrophic	No	Yes	Likely	Extreme	1B	800
16076	Human Settlement	Special Fire Protection	Johanna Beach 2nd Car Park Camping Ground	Johanna Rd Johanna			Catastrophic	No	Yes	Likely	Extreme	1B	700
16077	Human Settlement	Special Fire Protection	Johanna Camping Ground	Slippery Point Rd Johanna			Catastrophic	No	Yes	Likely	Extreme	1B	700

Priority 4 Key Rural Industries

Map Reference Number	Asset Type	Asset Sub Type	Asset name	Asset Location	Level of Impact	Cost of Recovery	Consequence rating	Do fires occur frequently	Expected to spread & reach assets	Likelihood	Risk rating	Priority rating	Treatments
16241	Economic	Commercial Forest	Softwood Plantations	Colac Otway	Regional	High	Major	Yes	Yes	Almost Certain	Extreme	1C	202;203;204; 205;224
16242	Economic	Commercial Forest	Hardwood Plantations	Colac Otway	Regional	Moderate	Major	Yes	Yes	Almost Certain	Extreme	1C	202;203;204; 205;224
16217	Economic	Commercial	CRF (meat processors)	Colac East	Regional	Moderate	Major	No	Yes	Likely	Very High	2A	800
16218	Economic	Commercial	Power Substation Precinct	Colac East	Regional	Moderate	Major	No	Yes	Lik ely	Very High	2A	800
16216	Economic	Commercial	Colac West Industrial Precinct	Colac West	Local	Moderate	Moderate	No	Yes	Likely	High	3A	800

Priority 5 Major Transport Corridors

Map Reference Number	Asset Type	Asset Sub Type	Asset name	Asset Location	Level of Impact	Cost of Recovery	Consequence rating	Do fires occur frequently	Expected to spread & reach assets	Likelihood	Risk rating	Priority rating	Treatments
16238	Economic	Infrastructure	Great Ocean Rd	Colac Otway	National State	High	Catastrophic	Yes	Yes	Almost Certain	Extreme	1A	214;223;418; 700
16207	Economic	Infrastructure	Warrnambool Rail Line	Colac Otway	Regional	Moderate	Major	Yes	Yes	Almost Certain	Extreme	1C	214
16215	Economic	Infrastructure	Western SG Rail Line	Cressy	National State	Moderate	Major	Yes	Yes	Almost Certain	Extreme	1C	214
16211	Economic	Infrastructure	Princes Highway	Colac Otway	Regional	Low	Moderate	Yes	Yes	Almost Certain	Very High	2C	223;418
16212	Economic	Infrastructure	Colac Ballarat Rd	Colac	Regional	Low	Moderate	Yes	Yes	Almost Certain	Very High	2C	223
16213	Economic	Infrastructure	Hamilton Highway	Cressy	Regional	Low	Moderate	Yes	Yes	Almost Certain	Very High	2C	223:418
16214	Economic	Infrastructure	Colac Apollo Bay Road	Colac Otway	Local	Low	Minor	Yes	Yes	Almost Certain	High	3D	223
16240	Economic	Infrastructure	Colac Lavers Hill Road	Colac Otway	Local	Low	Minor	Yes	Yes	Almost Certain	High	3D	223

Other Assets not included in the 5 Priority List

Map Reference Number	Asset Type	Asset Sub Type	Asset name	Asset Location	Consequence rating	Do fires occur frequently	Expected to spread & reach assets	Likelihood	Risk rating	Priority rating	Treatments
16039	Human Settlement	Special Fire Protection	Lavers Hill District Preschool	GOR Lavers Hill	Catastrophic	No	Yes	Likely	Extreme	1B	438
16027	Human Settlement	Special Fire Protection	Lavers Hill P12	GOR Lavers Hill	Catastrophic	No	Yes	Likely	Extreme	1B	438
16033	Human Settlement	Special Fire Protection	Beeac Primary School	Lang St Beeac	Major	No	Yes	Likely	Very High	2A	438
16034	Human Settlement	Special Fire Protection	Cressy Primary School	Yarima Rd Cressy	Major	No	Yes	Likely	Very High	2A	438
16026	Human Settlement	Special Fire Protection	St Brendan's Primary School	Coragulac	Major	No	Yes	Likely	Very High	2A	438
16032	Human Settlement	Special Fire Protection	Birregurra Primary School	Beal St Birregurra	Moderate	No	Yes	Likely	High	3A	438
16035	Human Settlement	Special Fire Protection	Alvie Primary School	40 Wool Wool Rd Alvie	Moderate	No	Yes	Likely	High	3A	438
16037	Human Settlement	Special Fire Protection	Colac South West Primary School	238 Wilson St Colac	Moderate	No	Yes	Likely	High	3A	438
16040	Human Settlement	Special Fire Protection	Forrest Preschool	12 Grant St Forrest	Moderate	No	Yes	Likely	High	3A	438
16041	Human Settlement	Special Fire Protection	Beeac Health Centre	2 Lang St Beeac	Moderate	No	Yes	Likely	High	3A	800
16042	Human Settlement	Special Fire Protection	Birregurra Health Centre	Sladen St Birregurra	Moderate	No	Yes	Likely	High	3A	800
16043	Human Settlement	Special Fire Protection	Colanda Disability Residence	Colanda St Colac East	Moderate	No	Yes	Likely	High	3A	800
16014	Human Settlement	Special Fire Protection	Trinity College	Pound Road Colac	Moderate	No	Yes	Likely	High	3A	800
16028	Human Settlement	Special Fire Protection	Apollo Bay P12	Pengilley Ave Apollo Bay	Moderate	No	Yes	Likely	High	3A	800
16029	Human Settlement	Special Fire Protection	Carlisle River Primary School	Carlisle River	Moderate	No	Yes	Likely	High	3A	438
16030	Human Settlement	Special Fire Protection	Forrest Primary School	10 Grant St Forrest	Moderate	No	Yes	Likely	High	3A	438

Other Assets not included in the 5 Priority List

Map Reference Number	Asset Type	Asset Sub Type	Asset name	Asset Location	Consequence rating	Do fires occur frequently	Expected to spread & reach	Likelihood	Risk rating	Priority rating	Treatments
16031	Human Settlement	Special Fire Protection	Swan Marsh Primary School	Swan Marsh	Moderate	No	Yes	Likely	High	**3A**	438
16038	Human Settlement	Special Fire Protection	Elliminyt Primary School	135 Slater Rd Elliminyt	Moderate	No	No	Likely	High	**NA**	438

Appendix A.2: List of Victorian Fire Risk Register Treatments

Treatment Overview

TREATMENT NAME	TREATMENT DEFINITION	RESPONSIBLE AGENCY	TREATMENT NUMBER
COMMUNITY EDUCATION (100 SERIES)			
Community Education/ Engagement	Bushfire education, engagement and training programs targeted at numerous community groups including school children, elderly, employees, and businesses.		
		CFA	100
		LGA	101
		DEECD	102
		Utility	103
Agricultural Management	Agriculture bushfire management and safety issues for landowners/managers to assist in the preparation of property fire management plans.		
		CFA	104
		CFA; DPI	105
Community Fire Guard	A CFA key engagement strategy, community development program to help reduce the loss of lives and homes in bushfires.		
		CFA	106
Fire Ready Victoria	Assists in perception and understanding bushfire risk.		
		CFA	107
Public Awareness	Fire information through notice boards, brochures, signage etc to raise awareness of fire risk.		
		POWERCOR	108
		CFA	109
		LGA	110
		PV	118
		Other	120
Tourism Fire Awareness	Community education and information for tourists about Bushfire risk in the area.		
		CFA	111
		DSE; PV	112
		LGA	113
		PV	114
		Tourism Victoria	117
Multicultural/ Special Needs Engagement	Translations of campaigns to suite all multicultural and special needs persons.		
		LGA	115
		CFA	116
HAZARD REDUCTION (200 SERIES)			
Burn Program	Removal of selected vegetation in large patches to protect townships.		
		LGA	201
		CFA; DSE; PV	202
Crown Land Fuel Reduction	Reducing fuel loads on crown land.		
		DSE	203
		PV	204
Fuel Hazard Management	Reduction and removal of fuel to decrease the risk of Bushfire in preparation for the Fire Danger Period.		
		Other	205
		Utility	206
		LGA	207
		CFA	208
Routine Maintenance of Rail Line	Removal of vegetation on and around rail lines to ensure protection of assets, minimise ignition potential, and ensure adequate access and egress.		
		Utility	209
		DOT	210
		CFA	211
Routine Asset Site Maintenance	Ongoing mowing/ slashing/ spraying of sites to reduce fuel loads for protection of assets or adjoining properties.		
		Other	212
		DEECD	213
		Utility	214
		DSE; PV	215
		LGA	216
Asset Protection Zones	Buffer zone between bushfire hazard and the asset.		
		DSE	227
Fire Management Zones	To provide areas of sufficient width to reduce the spread of Bushfire.		
		DSE	217
		Other	228
Powerline Clearance	Vegetation management around powerlines.		
		LGA	218
		POWERCOR	219
		SPAusnet	220
		TELSTRA	221
Roadside Vegetation Management	Removal of vegetation along roadsides.		
		LGA	222
		VicRoads	223
		DSE; PV	224
		Other	225
		Private	226
IGNITION MANAGEMENT (300 SERIES)			
Operations Restrictions	On high fire weather days, operations of machinery in plantations is ceased.		
		HVP PLANTATIONS	300
Patrol/ Inspection	Inspections of assets to ensure compliance with regulations and safety requirements and to assess for fire hazards.		
		LGA	303
		CFA	304
		DSE	305
		MFB	306
		PV	307
Pre Summer Inspections	Inspections of land holders according to Bushfire risk over the summer season including exit routes, locks, gates etc.		
		Water Authority	308
PREPAREDNESS (400 SERIES)			

TREATMENT NAME	TREATMENT DEFINITION	RESPONSIBLE AGENCY	TREATMENT NUMBER
COMMUNITY EDUCATION (100 SERIES)			
Hazard Identification	Preparedness including risk ratings, inspections, maintenance and response arrangements.		
		Utility	401
		Water Authority	439
Fire Protection Plan	Fire Protection Plans are prepared to ensure that proper and sufficient works for Bushfire prevention and suppression activities are taking place.		
		Other	400
		CFA	402
		PV	403
		DHS	426
		SPAusnet	427
		GOULBURN MURRAY WATER	428
		DEPARTMENT OF DEFENCE	429
		MELBOURNE WATER	431
		HVP PLANTATIONS	437
Fire Plug and Hydrant Installation and Maintenance	Works carried out to ensure that the system will operate correctly when required to do so.		
		LGA	404
Emergency Water Supply	Emergency water supply and maintenance for fire fighting purposes, including water catchments and policy.		
		Government Agencies	405
		DSE	411
		LGA	412
		MELBOURNE WATER	430
		Other	440
Emergency Management Plan (Site)	Established framework for the effective handling of emergencies and/ or disaster.		
		Utility	406
		DEECD	407
		CFA	408
		Other	409
		LGA	410
Fire Access Roads and Tracks	Establishment of constructed and maintained roads, bridges and tracks to allow safe passage for fire fighting vehicles.		
		LGA	413
		CFA	414
		PV	415
		DSE	416
Traffic Diversion Plans	Establishment of an appropriate traffic flow, through traffic management in the community and appropriate access and egress for property and business owners.		
		VIC POL	417
		VIC ROADS	418
		LGA	419
Township Protection Plans	Planned response (for both emergency services and the community) to a bushfire within close proximity to a township, which has the potential to impact on the local community.		
		CFA	420
Fire Operations Plan	Proposed fire prevention activities.		
		DSE	423
Public Land Management Plans	Each year a statewide program of activities is planned, completed and evaluated to continue progress towards achieving natural values objectives.		
		DSE; PV	424
Community Activities/Planning	Local based planning/community groups who repair and manage natural resources for the event of a bushfire		
		DEECD	421
		LGA	422
		Community Groups	425
		CFA	433
Event Management Plan	Emergency management planning of events that occur in the Fire Danger Period (FDP)		
		LGA	432
Fire Refuge	A declared fire refuge for the use as a last resort under direct fire attack		
		Other	435
		LGA	436
Bushfire and Emergency Self Assessment	Develop a more detailed understanding of the bushfire risk to your school.		
		DEECD	438
PROPERTY PLANNING (500 SERIES)			
Wildfire Management Overlay	Planning referral for new subdivisions, buildings and works that increase population. Applies conditions for access, Water Supply, Buildings/ Works and Vegetation Management		
		LGA	500
Agreements	Acts and agreements for Rural Residential Areas		
		LGA	501
OTHER (700 SERIES)			
Asset Specific Treatments	Municipal Specific plan (details can be found in the VFRR Document)		
		All Agencies	700
TO BE IDENTIFIED (800 SERIES)			
To be identified	Treatments to be identified		
			800

This treatment list has been created from the input of mitigation works identified through the 'Implementation Stage'. The list has been modified to capture all works the VFRR Support Team are currently aware of. Due to agency identification the allocation of treatment numbers it set as per agency request and therefore if your agency has not been identified against a current mitigation treatment please contact the VFRR Support Team for input.

Appendix B: Multi-Agency Work Plan: Colac Otway Shire Municipal Fire Management Plan

The primary fire risk management strategies used in the Colac Otway Shire Municipal Fire Management Plan are:

- Community education and engagement;
- Hazard reduction;
- Preparedness; and
- Regulatory controls

This work plan outlines the key actions that will be undertaken annually in the Shire for each of these strategies and the agencies responsible for those actions. This list highlights the main actions being undertaken – it is not intended to be an exhaustive list.

The main agencies involved in fire risk management strategies in the Shire are:

- Country Fire Authority (CFA)
- Department of Sustainability & Environment (DSE)
- Parks Victoria (PV)
- Colac Otway Shire (Council)
- VicRoads
- Powercor

Other definitions used in this work plan include:

- Municipal Fire Management Planning Committee (MFMPC)

Community Education and Engagement				
Action	**Responsible Agency**	**Location/s**	**Timing/ Completion Date**	**Comments**
Community education and engagement	CFA, DSE, PV, Council	Across the Shire	Nov	**MFMPC engagement on draft Municipal Fire Management Plan –** undertaken by Municipal Fire Management Planning Committee agencies.
	DSE/PV	Across the Shire	May – August	**DSE/PV engagement on Fire Operations Plan** – involves initial call for burn nominations, followed by meetings with key stakeholders to present draft plan and maps.
	DSE/Greening Australia	Gellibrand River	29 September 2011	**Greening Australia DSE Fire Ecology information session** covering Fire Behaviour and Fire Ecology, includes a site visit to a DSE planned burn to compare burnt and unburnt areas and look at regeneration. Open to general public.
	CFA	Across the Shire	Year round, but with specific focus during Oct – April	**CFA Fire Ready Victoria Meetings-** the meetings are designed to provide people with information to raise their understanding and interest in bushfire and inspire them to seek further information. A range of meetings are provided, tailored to specific circumstances, and include community meetings, street meetings, special interest group meetings and meetings delivered during an incident.
		Across the Shire	Year round, but with specific focus during Oct – April	**CFA Bushfire Planning Workshops** -The workshops are designed to allow residents who have some knowledge of bushfire safety to consider that knowledge in relation to their household circumstances and commence developing a bushfire survival plan. The Workshops provide more than just information and advice; they involve the audience in the decision-making process. They are designed to help residents assess their local risk factors and make informed plans based on that knowledge.
		Apollo Bay, Barongarook, Barwon Downs, Bugador, Cape Otway, Carlisle River, Cressy, Forrest, Gellibrand, Grey River, Kawarren, Kennett River, Marengo, Skenes Creek, Wongarra, Birregurra, Hordern Vale and Johanna	Year round, but with specific focus during Oct – April	**CFA Community Fireguard (CFG)** -CFG is a community developed program designed to reduce the loss of lives in bushfires. CFG is based on the principles of adult education, participation and empowerment. CFA does not tell participants what to do, instead it provides facilitators who are equipped with expertise and resources, to help the groups become established and work together in a positive and productive way. With facilitator support, groups can learn and work together to develop simple and effective strategies to increase the safety of the participants. Upon completion of the CFG meeting program, groups may elect to continue meeting and undertaking activities. Groups may also choose to operate independently of the CFA. There are currently 75 CFG groups in the Shire.

Community Education and Engagement				
Action	**Responsible Agency**	**Location/s**	**Timing/ Completion Date**	**Comments**
Community education and engagement	CFA	Across the Shire	Year round, but with specific focus during Oct – April	**CFA Home Bushfire Advice Service –** under this free program, CFA officers assess the defendability of individual properties and provide specific advice to property owners to help them understand and mitigate their bushfire risk and enable them to develop their bushfire survival plan. The property inspection includes assessment of: • Defendable space • Vegetation management • Water supply • Access • Buildings/structures • Maintenance activities/house keeping; and • Personal Preparedness / Bushfire Survival Plan On completion of the assessment, property owners receive a comprehensive report on their property, together with additional information that will help them to prepare their property and develop their Bushfire Survival plan.
				Other CFA programs – CFA also offers a number of other community engagement programs in the Shire which are outlined in CFA's Barwon South West Community Safety Program and Resource Catalogue. Other programs include Juvenile Fire Awareness Intervention Program, Fire Safe Kids and the Community Safety Display Trailer for CFA Districts 6 & 7.
	Powercor	Across the Shire	Year round, but with specific focus during Oct – April	**Powercor regional media** – the campaigns highlight various bushfire management activities using regional media. Further information is available at www.powercor.com.au
Strategic Conversations initiative	DSE & CFA	Cressy Gellibrand Forrest	Frequency determined by participating communities	**'Strategic conversations'** is a new DSE initiative, in partnership with CFA, for developing and sharing knowledge about fire. Strategic conversations occur through community invitation and involve members of the community and staff from DSE and CFA. A strategic conversation is a facilitated dialogue within a group of people for the purpose of pooling knowledge and experience about a topic or theme – in this case, fire. As people share their different perspectives, a broader and deeper understanding of the land and fire management can be achieved.

Community Education and Engagement				
Action	**Responsible Agency**	**Location/s**	**Timing/ Completion Date**	**Comments**
Coordinated agency community engagement activities	CFA, DSE, Council, PV	Across the Shire	Ongoing	**Community Engagement Community of Practice –** established in connection with the Strategic Conversations initiative. Brings together key agencies engaged in community engagement to share information and coordinate engagement activities.
Township Protection Plans	CFA, Council	Barongarook, Barwon Downs, Carlise River, Forrest, Kawarran, Kennett River, Wye River and Lavers Hill	Ongoing	**CFA Township Protection Plans (TPPs) –** TPPs have been developed for a number of high bushfire risk communities across the State. TPPs provide important information and direction for communities to assist with planning before, during and after a fire. Information provided includes key locations and facilities, such as Neighbourhood Safer Places, and directions on where to find the latest emergency and bushfire information. Copies of TPPs for the Shire's high risk townships are available at www.cfa.vic.gov.au.
Tourism fire safety campaigns	Tourism Vic	Material available at Visitor Information Centres,		

Hazard Reduction				
Action	**Responsible Agency**	**Location/s**	**Timing/ Completion Date**	**Comments**
Fire prevention and preparedness works (planned burns, strategic fuel breaks, mechanical fuel management, fire infrastructure management)	DSE	Identified in DSE's Fire Operations Plan 2011/12 – 2013/14 Otway District/Region	2011/12 – 2013/14	**DSE's Fire Operations Plan** 2011/12 – 2013/14 Otways District/Region contains DSE's proposed fire prevention and preparedness works within the Otway District. Copies of the plan and related maps are available at www.dse.vic.gov.au.
Roadside and railway management	Council, VicRoads, DSE, PV, CFA	Across the Shire	2011/12 – 2013/14	DSE's Fire Operations Plan 2011/12 – 2013/14 Otways District/Region contains DSE and PV's proposed road management works.
		Across the Shire	Nov – Jan	**Council** conducts an annual cut on Council roadsides in rural areas. A second cut may be undertaken if required.
		Across the Shire	By Dec 1 if possible	**VicRoads 3 metre maintenance cut –** undertaken annually on roadsides for all VicRoads' roads in the Shire.
		Princess Highway	Prior to fire restriction period	**VicRoads strategic fuel/fuse breaks –** annual fence line to fence line vegetation maintenance work on roadside. Conducted along sections of Princess Highway.
		Great Ocean Road – (focus for 2011 is Bellbrae to Apollo Bay)		**VicRoads Great Ocean Road woody weed control –** program to remove non-indigenous woody weeds along the Great Ocean Road that have regenerated beyond routine maintenance and created high fuel loads in the road reserve. Vegetation removal is prioritized in accordance with Township Protection Plans, Integrated Fire Management Planning and consideration of the risks and liabilities of fuel loads in various locations. Removal of the vegetation enhances the cover and condition of existing native vegetation and creates positive biodiversity outcomes in addition to fire management benefits.
	CFA, Council	Across the Shire	Ongoing	**CFA** conducts fire prevention and preparedness works on roadsides and rail reserves
				Review of Strategic Fire Roads – strategicfire roads in the Shire have been mapped by Council, based on information provided by CFA brigades and Groups.
	V/Line	Warrnambool Rail line, and & related railway assets in the Shire		**Railway asset management – V/Line:** V/Line undertakes a variety of annual fire prevention works for its lease areas (where applicable), including slashing, grading, herbicide treatments and track spraying

Hazard Reduction				
Action	**Responsible Agency**	**Location/s**	**Timing/ Completion Date**	**Comments**
	VicTrack	Non-operational railway land outside of leased areas	Generally October each year, with completion by end of November	**Railway asset management – VicTrack:** VicTrack is the owner of Victoria's transport related land, infrastructure and assets, but the majority of these assets are leased to rail network managers, such as V/Line. VicTrack does have responsibility for a limited number of small assets within the Shire. For these assets, fuel reduction treatments include track spraying, slashing of reserves and vacant blocks and brush cutting around road crossings. Following the first round of treatments, assets are monitored and additional works undertaken as regrowth and curing dictates.
	ARTC	Western SG Rail line and & related railway assets in the Shire		**Railway asset management** [details of ARTC work still to be confirmed. No response from ARTC to date]
Vegetation Control	Council	Across the Shire	Ongoing	**Vegetation control** is undertaken in various strategic areas throughout the Shire, such as Asset Protection Zones (bush/town interface areas).
		Various nature reserves across the Shire	Annually	**Vegetation control in Nature Reserves –** Council has developed Fire Management Plans for some high conservation nature reserves and roadsides in the Shire. The Plans outline the annual vegetation management work that will be undertaken by Council for each reserve.
Fire hazard inspections	Council	Across the Shire	Prior to and during Fire Danger Period	Property inspections are conducted by the Municipal Fire Prevention Officer throughout the Shire to identify existing or potential fire hazards, especially in Asset Protection Zone areas (bush/town interface). Officers also respond to fire hazard reports from the community.
Fire prevention notices	Council	Across the Shire	Ongoing throughout the year	Fire Prevention Notices (FPNs) may be issued by the Municipal Fire Prevention Officer or the CFA under CFA Act to an owner or occupier of land in the municipality for anything on that land (other than a building) that constitutes a danger to life or property from the threat of fire. FPNs are often directed to removing overgrown vegetation.
Powerlines – assets and easements	PowerCor	Sub-transmission lines and distribution lines operating at 66,000 volts, 22,000 volts & low voltage	Ongoing	**Powercor Vegetation Management in Declared Areas** – vegetation clearance around powerlines in Declared Areas is undertaken in accordance with the Electricity Safety (Electric Line Clearance) Regulations 2010.
			Ongoing	**Powercor Vegetation Management around Powerlines** – vegetation clearance around powerlines is undertaken in accordance with the Electricity Safety (Electric

Hazard Reduction				
Action	**Responsible Agency**	**Location/s**	**Timing/ Completion Date**	**Comments**
				Line Clearance) Regulations 2010.
			Ongoing	**Powercor Private Overhead Electric Lines (POELS) –** Inspection of POELs and associated defect process management. Annual letter to customers with POELs detailing responsibilities in maintaining POELs, including vegetation clearance.
	SP Ausnet	All transmission lines (on towers) within the Shire, except the 220 KV transmission line privately owned by Alcoa	Every 3 mths	**SP Ausnet asset and easement inspections –** inspections conducted every 3 months on transmission towers and in powerline easements, with additional inspections as required. Required vegetation management work is identified through the inspection cycle and also through various proactive vegetation management programs. Regular inspections also cover hazard trees identification.
	Council	Colac Township	Annually	**Council work in Declared Area** – annual audit conducted of roads in the Declared Area (Colac township) for trees encroaching into hazard zone for powerlines.
Fire permits	Council, CFA		During Fire Danger Period	Lighting fires during the Fire Danger Period is restricted. Permits must be obtained from the Municipal Fire Prevention Officer or the CFA.
Private property hazard reduction	Property owners	Across the Shire	Ongoing	Private property owners can do various things to control vegetation on their property, including cleaning out gutters, removing dry undergrowth and leaf litter, and mowing & slashing. Information about how to reduce fire risk on private property is available at www.colacotway.vic.gov.au together with a list of slashing contractors in the Shire.
Fire Access Road Subsidy Scheme	CFA, Council	Across the Shire	Annual program	The Fire Access Road Subsidy Scheme (FARSS) is administered by CFA and is a State Government funded subsidy scheme. Subsidies are available for municipalities for the construction and maintenance of fire access roads or construction of static water supplies. Funding is provided annually. Applications are developed by Council and reviewed by the Municipal Fire Management Planning Committee before being submitted to the CFA

Preparedness				
Action	**Responsible Agency**	**Location/s**	**Timing/ Completion Date**	**Comments**
Victorian Fire Risk Register Process	CFA	Assets at risk identified across the Shire	July 2011	The Victorian Fire Risk Register (VFRR) is a systematic process to identify assets at risk, assess the level of bushfire risk for those assets and record a range of treatments/measures to mitigate those risks. Treatments may include activities such as fuel reduction, community education and the creation of strategic fuel breaks. The Shire's VFRR municipal risk register, divided by regional risk priorities, is included in Appendix A.1 of this Plan. A list of VFRR treatments is included in Appendix A.2.
DSE landscape level planning and fire modelling	DSE	Work initially undertaken for Otways landscape & Surf Coast		DSE's landscape level bushfire modelling is being undertaken to assess bushfire risk across the Otways landscape and Surf Coast. DSE's work has evaluated fire regimes across the entire landscape and identified opportunities to manage fuels and fire regimes across both public and private land.
Township planning factors	CFA, Council	Barongarook Barwon Downs Carlise River Forrest Kawarran Kennett River Wye River Lavers Hill		Township Planning Factors enhance the initial operational response to a bushfire impacting high risk townships. The information is prepared for high risk towns which have a Township Protection Plan. The Planning Factors include an overview of the township and a map of the key operational planning factors (such as Traffic Management Points, Neighbourhood Safer Places, essential infrastructure etc). The planning factors are developed by CFA with other emergency services, the local municipality and other relevant parties. Township planning factors information is for emergency services and is not available to the general public.
Neighbourhood Safer Places – Places of Last Resort	CFA, Council	No NSPs have been designated in the Shire	Council to review and CFA to assess each designated NSP by Aug 31 each year Council to provide updated list of designated NSPs to CFA by 30 Sep each year	▪ Neighbourhood Safer Places – Places of Last Resort (NSPs) are an area or premises that may, as a last resort, provide some sanctuary from bushfire, ▪ Councils located wholly or partly in the country area of Victoria are required under the CFA Act to identify and designate NSPs in their municipal district. ▪ After identifying a potential NSP, Council must ask the CFA to assess the site in accordance with CFA's Assessment Guidelines. Councils can only designate a site as an NSP if it has been certified by the CFA as meeting these Guidelines. Council also reviews potential NSP sites against its Municipal Neighbourhood Safer Places Plan, available at www.colacotway.vic.gov.au
Powerline Bushfire Mitigation Strategy Plan	Powercor	Across the Shire	Ongoing	Powercor's Bushfire Mitigation Strategy Plan is prepared in accordance with the Electrical Safety (Bushfire Mitigation) Regulations 2003. The Strategy/plan details Powercor's policies, procedures and programs for the inspection, maintenance and

Preparedness				
Action	**Responsible Agency**	**Location/s**	**Timing/ Completion Date**	**Comments**
				operation of the electricity network.
Powerline Vegetation Management Strategy	Powercor	Across the Shire	Ongoing	Powercor's Vegetation Management Plan is prepared in accordance with the Electricity Safety (Electric Line Clearance) Regulations 2010. The Plan details Powercor's policies, procedures and programs to manage vegetation around powerlines.
Powerline Easement Management	Powercor, Council, CFA and/or DSE	Across the Shire	Ongoing	Review easements, in conjunction with Municipal Fire Prevention Officers, CFA and/or DSE (as appropriate), to determine treatment works for powerline easements that form agreed Strategic Fire Breaks, Breaks for Controlled Burns or are required for Asset Access and Protection.
Fire Hazard Mapping Work (Powerlines)	CFA, Powercor		Four yearly cycle	The Fire Hazard Mapping project reviews low bushfire risk areas to determine if any changes are required to the risk level. The project is managed and undertaken over a four year cycle by CFA in rural Victoria, in consultation with powerline companies.
Powerline Faults and Emergency Events Response	Powercor		Ongoing	Powercor maintains a 24 hour fault and emergency response including call centre, faults dispatch and system control centres. Powercor invokes escalation to manage and respond to major events, including Powercor's Emergency Management Liaison Officer attending Incident Control Centres, Municipal Emergency Coordination Centres and Community/CFA Brigade meetings when invited.
Municipal Fire Management Plan	MFMPC (includes Council, CFA, DSE, PV)		Draft plan endorsed by MFMPC and Council by Oct 31	The Colac Otway Shire Municipal Fire Management Plan has been prepared by the Municipal Fire Management Planning Committee (MFMPC). The Plan has been produced by and with the authority of Council pursuant to Section 20 of the Emergency Management Act 1986 and is deemed to fulfil Section 55A (Municipal Fire Prevention Plans) of the CFA Act 1958. The Plan has been prepared in accordance with the Integrated Fire Management Planning Guide and Part 6A of the Emergency Management Manual Victoria. The Plan reflects the State Government's direction to increase integration on fire management planning between agencies and the community.
Evacuation Planning	Victoria Police	State wide		Local Police Station representatives are participating in a State wide multi agency initiative to develop guidelines for evacuation planning.
Great Ocean Road Traffic Management Plan	Victoria Police			

Regulatory Controls				
Action	**Responsible Agency**	**Location/s**	**Timing/ Completion Date**	**Comments**
Fire hazard inspections (CFA Act)	Council			See 'Fire hazard inspections' section under 'Hazard Reduction'
Fire prevention notices (s. 41, CFA Act)	Council & CFA			See 'Fire prevention notices' section under 'Hazard Reduction
Fire permits (s.39E, s. 40 (4E) & (5) CFA Act)	Council			See ' Fire permits' section under 'Hazard Reduction'
Total fire bans (s. 40, CFA Act)	CFA			A Total Fire Ban is declared by the CFA on days when fires are likely to spread rapidly and could be difficult to control. If a Total Fire Ban has not been declared for a district, fire restrictions may still apply for each municipality in that district.
Fire danger period	CFA			Fire Restrictions can be applied across most areas of Victoria by CFA, when fire danger is high. Typically this is over the summer period of November through to April. Restrictions are applied in small areas at a time.
Planning schemes and building codes	State Government, Council, CFA	Bushfire Prone Areas; areas covered by Wildfire Management Overlay	Ongoing	When applications are lodged with Council for permits under the Planning and Environment Act for the subdivision of land or the construction of buildings in areas of high fire risk, the Shire may give consideration to the following documents in determining such application and also refer the application to the relevant fire agencies for comment : ▪ Colac Otway Planning Scheme, including the Wildfire Management Overlay ▪ Planning Conditions and Guidelines for Subdivisions (Country Fire Authority, 1991) in bushfire prone areas; ▪ Requirements for Water Supplies and Access for Subdivisions in Residential 1 and 2 and Township Zones (Country Fire Authority, 2004) ▪ Building in a Wildfire Management Overlay – Applicant's Workbook; and ▪ Australian Standard 3959, 2009 – Construction of Buildings in Bushfire Prone Areas. Several of these documents are being amended or changed as part of State Government improvements to the planning scheme and building framework to address bushfire risk.

Appendix C.1 Hazard Trees Identification & Notification Procedure

The Electricity Safety Act 1998 (Vic) (Electrical Safety Act) provides that a municipal council must specify, within its Municipal Fire Prevention Plan:

(a) procedures and criteria for the identification of trees that are likely to fall onto, or come into contact with, an electric line ('hazard trees'); and

(b) procedures for the notification of responsible persons of trees that are hazard trees in relation to electric lines for which they are responsible.

Under the Electrical Safety Act, the person responsible for maintaining vegetation and clearance space around power lines is referred to as the 'responsible person'.

The procedures outlined in this section of the Colac Otway Shire Municipal Fire Management Plan seek to address these requirements.

Each responsible person should have its own internal procedure regarding the steps that will be taken when it receives notification of a potentially hazardous tree.

What is a hazard tree?

According to the Electrical Safety Act, a hazard tree is a tree which 'is likely to fall onto, or come into contact with, an electric line'.

The Electricity Safety (Electric Line Clearance) Regulations 2010 further provide that a responsible person may cut or remove such a tree 'provided that the tree has been assessed by a suitably qualified arborist; and that assessment confirms the likelihood of contact with an electric line having regard to foreseeable local conditions.'

Due to legal requirements which require a clearance space be maintained around an electric line, hazard trees are usually located outside the regulated clearance space. Despite being outside the clearance space, the tree may still have the potential to contact the line due to its size or because of a structural fault or weakness which renders part, or all, of the tree likely to contact or fall onto the line.

Who is responsible for a hazard tree?

Under the Electrical Safety Act, the person responsible for maintaining vegetation and clearance space around power lines is referred to as the 'responsible person'. This includes responsibility for keeping the whole or any part of a tree clear of the line.

Under the Electrical Safety Act, responsibility is allocated between distribution businesses and other owners of electricity infrastructure, land owners and occupiers, public land managers such as municipal councils and VicRoads.

Municipal councils are responsible for trees on public land within their municipalities, for which they are the land manager, where these are also within a Declared Area for the purposes of the Electrical Safety Act. Primary responsibility for vegetation clearance and management within the municipality, for areas which are not within a Declared Area, will usually fall to the relevant electricity distribution company.

Responsible Persons within Colac Otway Shire

There are a number of organisations that have responsibility for line clearance in the Colac Otway Shire, including:

- Powercor for trees affecting all sub transmission and distribution powerlines operating at 66,000 volts, 22,000 volts and low voltage with the exception of trees covered by Other Responsible Authorities. This includes key assets listed on the Victorian Fire Risk Register such as;

- the Winchelsea-Colac 66KV Sub Transmission Line;
- the Camperdown to Colac 66KV Sub Transmission Line;
- the Colac to Apollo Bay 22KV Distribution Feeder Line (via Gellibrand/Beech Forest);
- the Colac to Lorne 22 KV Distribution Feeder Line;
- the Colac to Apollo Bay 22 KV Distribution Feeder Line (via Barwon Downs/Forrest);
- SP Ausnet for all transmission lines (on towers) within the municipality.
- SP Ausnet, for the MLTS-TGTS Transmission Line;
- The Colac Otway Shire, for trees on public lands which are managed by the Shire and where road reserves are located within the Declared Area (for the purposes of the Electrical Safey Act);
- VicRoads, for trees on centre medians located on the Declared Main Road Network and trees on road reserves on the Declared Main Road Network that are located outside the Declared Area (for the purposes of the Electrical Safety Act);
- Parks Vic: for trees affecting powerlines on land managed by Parks Vic; and
- Foreshore Committees of Management: for trees affecting powerlines on land managed by the committee.

Other relevant information

Responsible persons, other than private persons, must have an electric line clearance management plan in place for areas for which they have responsibility *(refer Electricity Safety (Electric Line Clearance) Regulations 2010)*

The Colac Otway Shire has a Line Clearance Vegetation Management Plan 2011-2012 that outlines vegetation management under powerlines

PROCEDURES AND CRITERIA FOR IDENTIFYING HAZARD TREES

In the course of everyday duties, potentially hazardous trees may come to the attention of staff or volunteer members of the entities with representation on the Municipal Fire Management Planning Committee (MFMPC), staff of the distribution business(es) or other persons, including members of the public.

There are a range of factors which may indicate that a tree is a hazard tree. That is, a tree which is likely to fall onto, or come into contact with, an electric line. Some of these factors will be obvious when looking at the tree but many may only be apparent when the tree is assessed by a person with specific expertise and training, such as an arborist.

The following criteria may be used to assist in identifying a hazard tree:

- The size of the tree suggests that it is likely to come into contact with the electric line, for example because it appears to be encroaching or growing into the line clearance space.
- There is an excessive lean on the tree, or branches hanging off the tree and the tree is in proximity to an electric (power) line.
- The size or appearance of the tree suggests it could come into contact with the line including under foreseeable local conditions.

If a potentially hazardous tree is identified, the notification procedure outlined below should be followed. Where a responsible person becomes aware of a potentially hazardous tree for which they have responsibility, they must follow their own applicable internal procedure and the notification procedure described below does not apply.

PROCEDURES AND CRITERIA FOR NOTIFYING HAZARD TREES

To ensure that information regarding potentially hazardous trees is captured in an efficient manner and, as appropriate, referred to the responsible person for action, the following procedure for the notification of hazardous trees should be followed:

- The person with responsibility for the highest percentage of lines within the municipality ('the primary responsible person') is the person to whom potentially hazardous trees should be reported.
- The primary responsible person (or their representative) is referred to in these Procedures as the primary responsible person representative (PRPR).
- Where any person becomes aware of, or receives a report of, a potentially hazardous tree within the municipality, this should be referred to the PRPR. Where the MFMPC becomes aware of, or receives a report of, a potentially hazardous tree within the municipality, this must be referred to the PRPR.
- Reports of potentially hazardous trees must be provided to the PRPR for action as soon as practicable. Reports must include, at a minimum:
    - The name and contact details and any relevant qualifications where known of the person making the report
    - As much detail as possible about the location of the tree (including, where known, GPS coordinates, details of numerical/name plate on nearest pole, name of nearest road or crossroads, closest landmark, whether tree is on private land or road reserve etc.)
    - A description of the tree (including, if known, the genus and species of tree)
    - The primary reasons given for the tree being identified as potentially hazardous (eg. tree is in proximity to an electric line AND there is evidence of structural weakness and/or excessive lean and/or appears to be encroaching into line clearance space etc.)
    - An indication of whether or not urgent action is required.
- The PRPR must take all necessary steps to advise the person responsible for the tree that it may be hazardous.

Primary Responsible Person Representative (PRPR)

For the purposes of this part of the Plan, the primary responsible person is Powercor. Contact details for the PRPR, are as follows:

Agency name	**Powercor (via vegetation management contractor, VEMCO)**
Position title of contact person	Administration Assistant, VEMCO
Telephone Number	VEMCO 5338 3300 (Business Hours) After Hours contact: Powercor on 13 24 12
Email address	bavemco@vemco.com.au

PROCEDURES FOR NOTIFICATION OF RESPONSIBLE PERSONS

Where a potentially hazardous tree has been reported to the PRPR, the PRPR should follow the procedure outlined below.

Step 1	Report provided to PRPR.	
Step 2	PRPR to determine who the responsible person is in relation to the reported tree. (If necessary, the PRPR can seek assistance from Energy Safe Victoria for this step.)	
Step 3	Is the responsible person the primary responsible person?	**Yes =>** applicable internal procedure for referral and assessment of potentially hazardous tree to be followed.
		No => proceed to Step 4.
Step 4	Did the report indicate that urgent action is required?	**Yes =>** the responsible person should be notified as soon as possible, and by no later than the close of the next business day after the notification is assessed.
		No => the PRPR must advise the responsible person of the existence and location of a potentially hazardous tree in accordance with the timelines below.*

* The PRPR should put in place mutually agreed arrangements for the manner in which it passes on reports of potentially hazardous trees to responsible persons.

Reporting Timelines

The PRPR should provide reports to the relevant responsible person as soon as practicable.

In circumstances where:

- the potentially hazardous tree is located within a high bushfire risk area (as per s.80 of the Electrical Safety Act) and the potentially hazardous tree is reported during the fire danger period declared under the Country Fire Authority Act 1958 (Vic); or
- the report indicates that there is an imminent danger that the tree will contact or fall onto lines as a result of minor environmental changes;
- the potentially hazardous tree must be referred to the relevant responsible person for action as soon as possible, and by no later than the close of the next business day after the notification is assessed.

Each responsible person (other than the primary responsible person) must provide the PRPR with contact details of the person (position title) to whom reports should be provided. It is the responsibility of each responsible person to ensure that the PRPR is provided with up-to-date contact details.

Register

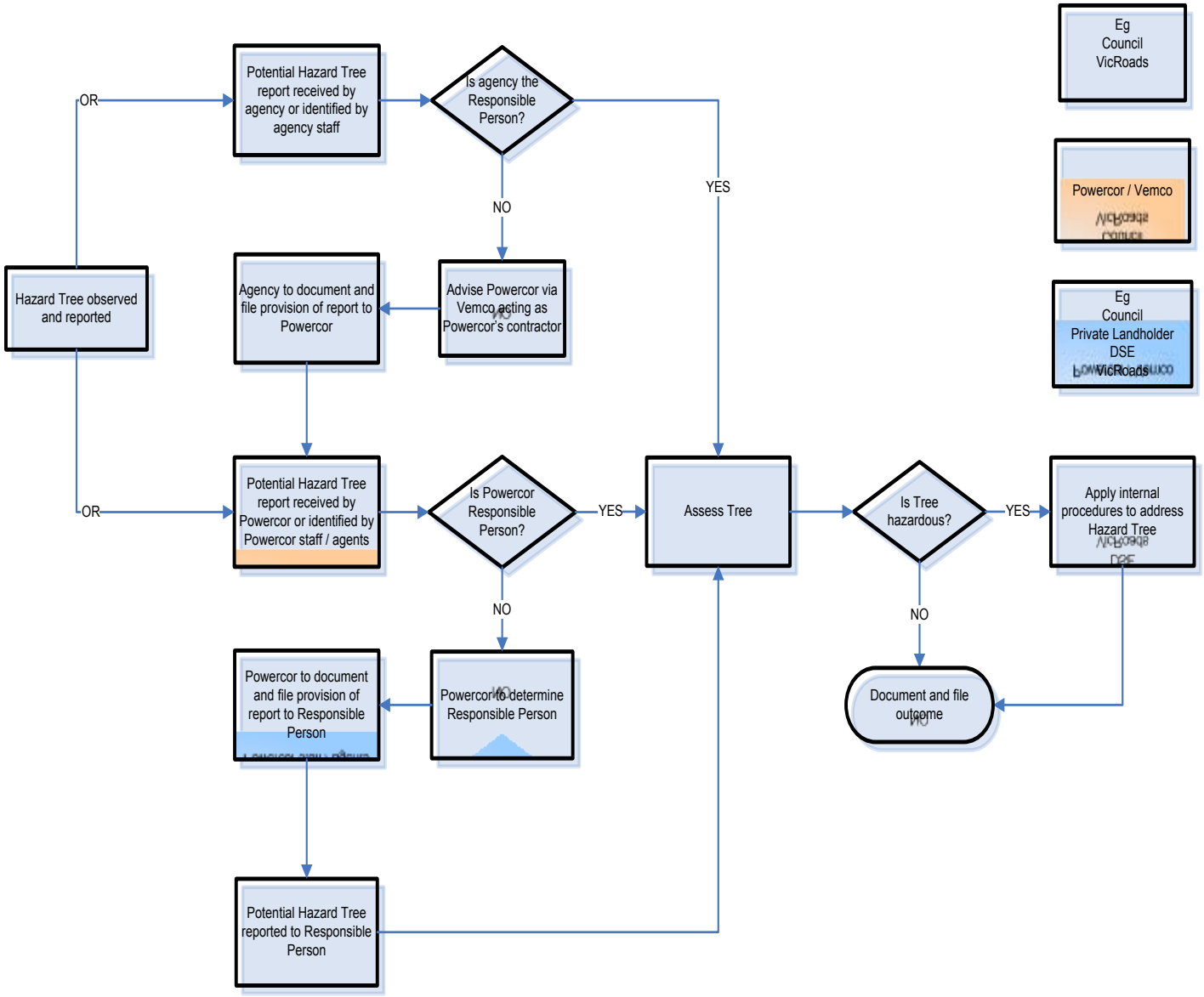
It is recommended that the PRPR maintain a register in which all notifications are recorded together with the date of receipt of the notification and the date the notification was reported to the responsible person.

It is recommended that responsible persons also maintain a register of notifications received of hazardous trees for which they are the responsible person.

PRP Consultation

The MFMPC notes that the Primary Responsible Person (PRP) was consulted in relation to the development of these procedures.

Flow chart showing work flow for hazardous trees near powerlines.



Appendix C.2 Township Protection Plans

The following Township Protection Plans have been developed by the Country Fire Authority and the Colac Otway Shire.

- Barongarook
- Barwon Downs
- Carlisle River
- Forrest
- Kawarren
- Kennett River
- Wye River
- Lavers Hill

Copies of each of these Township Protection Plans are available for download from the Country Fire Authority's website at www.cfa.vic.gov.au

APPENDIX D Community and Organisational Engagement Plan

Foreword

The Colac Otway Shire Municipal Fire Management Plan 201-2014 (MFMP) outlines how Shire Council, fire agencies and other relevant authorities and organisations will work together to prepare for, respond to and recover from major bushfires.

The MFMP is a sub-plan of the Shire's Municipal Emergency Management Plan and reflects the State Government's direction to increase integration on fire management planning between agencies and the community. The MFMP was produced collaboratively by members of the Colac Otway Shire Municipal Fire Management Planning Committee. The Committee is made up of representatives from the Colac Otway Shire, the Country Fire Authority, the Department of Sustainability and Environment, Parks Victoria, Victoria Police and VicRoads.

The initial MFMP has been produced as an interim plan to enable and inform agency and organisational planning. The strategies and deliverables outlined in the MFMP will develop further over the next 12 months.

The initial MFMP focuses on bushfires (including grassfires) and environmental burns. Future versions of the MFMP will incorporate structural and chemical fires.

This Local Engagement and Participation Plan outlines the processes to be undertaken by fire agencies and other relevant authorities and organisations to seek local knowledge and input into the development of the MFMP.

It is recognised that a suite of broader fire awareness, education and engagement activities are already being undertaken by emergency management agencies with the public, in addition to the processes proposed by this Strategy. The Strategy aims to work in harmony with existing programs, however the engagement outlined in the Plan specifically focuses on gaining input into the MFMP, not on broader capacity building.

Questions and comments about this Plan can be directed to:

Colac Otway Shire
PO Box 283
Colac VIC 3250

Or via email: inq@colacotway.vic.gov.au

Version Control Table

Version	Release Date	Author	Changes

1 Introduction

1.1 Overview

This Local Engagement and Participation Strategy outlines the range of engagement and participation processes that the Colac Otway Shire Municipal Fire Management Planning Committee will implement to develop the Colac Otway Shire Municipal Fire Management Plan 2011-2014 (MFMP).

This Strategy is intended to guide public input into the establishment of the MFMP.

The Strategy is not intended to replace or replicate the ongoing development and delivery of education, awareness, engagement and participation around fire management that is already delivered by management agencies. However the Strategy will work in harmony with these activities.

1.2 Importance of Local Engagement and Participation

A key tenet of the 2009 Victorian Bushfires Royal Commission was the concept of shared responsibility in planning for, responding to and recovering from bushfires.

The Commission noted that:

- **Individuals** should be encouraged, to the extent of their capabilities, to make their own preparations to protect themselves and their communities from bushfire;
- **Agencies** should educate, prepare and help protect individuals by ensuring that they have access to the information needed to make sound decisions; and
- **Governments** should create the legislative foundation, fund fire services, facilitate community education and support, and provide essential infrastructure and local support to help communities stay safe.

Deliberative engagement and participation through shared decision making is fundamental in enabling people to understand the complexities of fire management. This approach is one of the most powerful ways to build human capacity and equip people to act on their shared responsibility or change behaviours.

Agencies therefore need to support the public in understanding the complexities of fire management as well as demonstrating that they are listening by acting on the advice, local knowledge and aspirations provided through community participation.

Seeking local engagement and participation will build a better MFMP through incorporating knowledge and aspirations and fostering local ownership of the plan. The process of engagement also has the added benefit of extending local knowledge and relationships between the community and fire management agencies which supports overall fire preparedness and community resilience.

1.3 About the Municipal Fire Management Plan

The MFMP outlines how Council, fire agencies and other relevant authorities and organisations will work together to prepare for, respond to and recover from major bushfires.

The MFMP is currently in draft form. It has been endorsed by the Colac Otway Shire Municipal Fire Management Planning Committee and the Colac Otway Shire Municipal Emergency Management Planning Committee and adopted by Colac Otway Shire Council as a draft plan. The draft MFMP will undergo a period of public consultation to capture local knowledge, as well as extending local participation in fire prevention and preparedness activities.

Public consultation on the MFMP will be undertaken by the Municipal Fire Management Planning Committee over the 2011/12 summer period.

1.4 Authority for Municipal Fire Management Plan

The MFMP is produced by and with the authority of the Colac Otway Shire Council pursuant to Section 20 of the Emergency Management Act 1986 and will be deemed to fulfil Section 55A (Municipal Fire Prevention Plans) of the Country Fire Authority Act 1958.

The Plan is a sub-plan of the Colac Otway Shire Council Municipal Emergency Management Plan.

1.5 Integrated Fire Management Planning

Integrated Fire Management Planning (IFMP) is a central component of Victoria's Fire Management Planning Strategy 2009. IFMP involves bringing communities, fire agencies and State and local government departments together to deliver fire management planning.

Under IFMP, collaborative agency fire management planning will occur through Municipal Fire Management Planning Committees. Agency plans will be aggregated to form the basis of Municipal Fire Management Plans. Fire management planning will be aligned with each organisation's planning and business processes through:

- the implementation of common planning models and methodologies;
- allocation of resources and accountabilities;
- participation in common decision making through the committee process;
- collaborative delivery of fire management activities; and
- cooperative engagement.

2 Engagement and Participation Framework

2.1 Defining Engagement and Participation

Engagement refers to the processes involved in public information and education activities, customer service, involvement of the public in decision making, partnerships, consultation programs, behaviour change programs, as well as education and awareness raising activities.

Engagement is not only about sharing views and ideas, we engage with a view to people taking action in their own lives, thereby increasing participation in civic life.

The Integrated Fire Management Planning (IFMP) process has adopted the International Association of Public Participation (IAP2) Framework to guide its engagement activities.

The IAP2 framework defines a range of engagement activity to support public input into shared decisions.

IAP2 Public Participation Spectrum

Developed by the International Association for Public Participation

INCREASING LEVEL OF PUBLIC IMPACT

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the Public:	Promise to the Public:	Promise to the Public:	Promise to the Public:	Promise to the Public:
We will keep You informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:
• Fact sheets • Web Sites • Open houses	• Public comment • Focus groups • Surveys • Public meetings	• Workshops • Deliberate polling	• Citizen Advisory Committees • Consensus building • Participatory decision-making	• Citizen juries • Ballots • Delegated decisions

© 2004 International Association for Public Participation

3

Harmonising with existing engagement

Across the municipality and beyond a range of awareness raising, behaviour change, engagement and participatory decision making activities are undertaken with communities around fire management.

A challenge for the development of the MFMP is in capturing vital community input whilst not adding to consultation fatigue within the emergency management field. It is also important to recognise that while any engagement with the community around emergency management will ultimately have a capacity building outcome, the primary intention of the engagement around the MFMP is not capacity building, as there are already a suite of programs being delivered for this primary outcome.

It is also recognised that as a new concept, there is much education and awareness raising within emergency management agencies themselves as to the role and purpose of the MFMP.

The major local engagement programs which will be concurrently occurring during the development of the MFMP are listed below. More information about community education and engagement activities relating to bushfire preparedness is available in Appendix B to the MFMP, which contains a multi-agency work plan detailing fire risk management activities being undertaken in the Shire.

3.1 Township Protection Plans - CFA

Township Protection Plans contain local information for high risk communities to help identify and manage the risk of bushfire. The concept evolved from a recommendation of the 2009 Victorian Bushfires Royal Commission.

The Township Protection Plans consider a town's bushfire history, terrain, vegetation and access routes and contain practical information including:

- Community based maps with key landmarks, routes and Neighbourhood Safer Places – Places of Last Resort (where applicable);
- Bushfire survival options including shelter options;
- Identification of local bushfire risks;
- Information regarding warnings, evacuation and Fire Danger Ratings;
- A relocation checklist; and
- Key contacts and information sources.

The following Township Protection Plans are currently in place for the Colac Otway Shire:

- Barongarook;
- Barwon Downs;
- Carlisle River
- Forrest
- Kawarran
- Kennett River;
- Wye River; and
- Lavers Hill

Public input into the development of Township Protection Plans is coordinated by the Country Fire Authority (CFA), with Colac Otway Shire, the Department of Sustainability and Environment (DSE) and Parks Victoria also participating in the engagement process.

3.2 DSE Fire Operations Plans (FOPs)

The Department of Sustainability and Environment undertakes public input into the development of fire operations planning for the prevention of fire on public land. Fire prevention and preparedness works consulted upon include planned burns, strategic fuel breaks, mechanical fuel management and fire infrastructure management.

DSE has already completed their 2011/12 FOPs process prior to the development of the MFMP.

3.3 Country Fire Authority education, awareness and support programs

The majority of community education and engagement activities related to bushfire preparedness are conducted by the Country Fire Authority and include programs such as Community Fireguard, the Home Bushfire Advice Service, Bushfire Planning Workshops and Fire Ready Victoria meetings. These occur in a range of home and community settings, using a wide variety of engagement processes and extend before and throughout the fire danger season.

3.5 Strategic Conversations Program – DSE and CFA

'Strategic conversations' is a new DSE initiative, in partnership with CFA, for developing and sharing knowledge about fire. Strategic conversations occur through community invitation and involve members of the community and staff from DSE and CFA.

A strategic conversation is a facilitated dialogue within a group of people for the purpose of pooling knowledge and experience about a topic or theme – in this case, fire. As people share their different perspectives, a broader and deeper understanding of the land and fire management can be achieved.

4

Local Engagement and Participation Plan

4.1 Scope

This Strategy is intended to guide the process for public input into the establishment of the MFMP.

It is not intended to build general community fire preparedness, however it is recognised that any engagement in the field will make a contribution to community capacity building in this area.

For 2011/12, the Colac Otway Shire Municipal Fire Management Planning Committee has recommended that engagement on the draft MFMP be undertaken in conjunction with engagement on Township Protection Plans for high risk townships in the Shire. The Township Protection Plan engagement process is being led and developed by the Country Fire Authority, in conjunction with the Colac Otway Shire and the Department of Sustainability and the Environment.

4.2 Engagement Purpose/Objectives

Local engagement on the draft MFMP is being undertaken to:

- Enrich the quality of the MFMP through local intelligence (ideas, opinions and knowledge of the local community);
- Strengthen relationships and operational effectiveness between fire management agencies through the co-delivery of engagement;
- Improve understanding of the roles and responsibilities of individuals, agencies and government in preparing for fire and improving people's safety; and
- Increase citizen knowledge of fire management planning, thereby increasing citizen capacity to contribute to local fire management and to undertake personal fire prevention and preparedness measures.

4.3 Engagement and Participation Principles

The Colac Otway Shire recognises the value of local knowledge and the unique contribution that the community can make to local fire management planning. Engagement in fire management planning will be delivered in a manner designed to:

- Promote acceptance, understanding and joint problem solving;
- Raise knowledge and skills of fire management through participation;
- Produce plans that support community and organisational expectations; and
- Incorporate community and organisational needs into the development of fire management plans.

4.4 Scope for Community Input

The table below outlines the degree to which public input can be acted upon by the Municipal Fire Management Planning Committee (MFMPC) in relation to the draft MFMP:

What aspects are not open to the community to make decisions on (not negotiable with the public)	What aspects the community can make decisions on /influence (negotiable)
• Roles of fire management agencies • Timing of the establishment of the MFMP • MFMP's alignment to policy and legislation • Council and agency compliance with legislation • Risk assessment standards & processes	• Process of engagement and who we engage with • Additions to the local a risk register • Confirmation of local information within the MFMP • Fire protection measures/treatments

4.5 Organisation and Public Stakeholders

There are a range of stakeholders to this plan broadly grouped around three areas:

a) Permanent MFMPC members;
b) Agencies that attend MFMPC by request; and
c) Other agencies, organisations and interested groups that could support the MFMP.

This Strategy recognises that consultation with the agencies should be separated from the consultation with public stakeholders, particularly since the community engagement undertaken for this strategy will be combined with the consultation process for Township Protection Planning. This approach has created the following two key stakeholder groupings:

4.5.1 Agency and organisation stakeholders

The Colac Otway Shire MFMPC is made up of representatives from the Colac Otway Shire, the Country Fire Authority, the Department of Sustainability and Environment, Parks Victoria, the Department of Human Services, Victoria Police and VicRoads.

The MFMPC is a sub-committee of the Shire's Municipal Emergency Management Planning Committee (MEMPC). The MEMPC has broader agency representation that includes the Victoria State Emergency Service, the Department of Human Services, the Department of Health, Barwon Water and the Australian Red Cross. Agencies represented on the MFMPC are also represented on the MEMPC.

4.5.2 Public stakeholders

The capacity and motivation to engage around fire management is extremely diverse in local communities. Peter Sandman, a risk communication expert uses four categories of public:

Highly involved	You know their telephone numbers by heart, and they know yours. They want input into everything you decide. Your issue is their main preoccupation in life, second only to job and family (and sometimes not that).
Attentives	They monitor the media coverage of your issue carefully. Sometimes they go to a meeting, answer a survey, check out a web site, subscribe to a newsletter, contribute to a campaign. Your issue isn't distorting their lives the way it is for the fanatics, but it's in their Top 20.
Browsers	They check you out in the media from time to time, but they don't want to be bothered providing input. Your issue is on their "worry list," but nowhere near the top.
Inatttentives	They don't know and they don't want to know

Copyright © 2003 by Peter M. Sandman

The engagement process for the MFMP is not capable of effecting large scale behaviour change or awareness raising. The time limitations for the consultation, the newness of the concept and the complexity of fire management planning preclude the engagement process from effectively targeting beyond the *Highly involved* and *Attentive* categories.

Community members in this category would include residents of high risk townships and residents who are active in Department of Sustainability and Environment or Country Fire Authority engagement processes.

4.6 Key messages

4.6.1 About the MFMP

The MFMP outlines how Council, fire agencies and other relevant authorities and organisations will work together to prepare for, respond to and recover from major bushfires in the Colac Otway Shire.

The MFMP has been produced collaboratively by members of the Colac Otway Shire MFMPC. It is a multi-agency plan for the Colac Otway Shire municipal area.

This is the first year we have developed this plan, and we intend to keep improving it each year.

4.6.2 About the consultation program

A consultation process has been developed to enrich the MFMP with local knowledge about what your community needs for fire protection.

Your involvement is a great way for you to find out more about what fire management agencies are doing, and what you need to do to protect yourself, your family and your property from bushfires.

Even if you do not know a lot about fire, we still value your ideas about how best to help protect your community from bushfires.

Issues about risk assessment standards and processes, government policy, legislation and fire safety initiatives are not within the scope of the consultation.

4.6.3 About the risk of fire

The Country Fire Authority's approved key messages for the 2011/12 fire season are attached as Appendix A to this Strategy.

5

Key Stakeholders & Communities

The following table lists the key stakeholders and communities who will be targeted through the engagement process for the MFMP and the type of engagement that will be undertaken. The list is intended to be a general guide, not an exhaustive list. The range of engagement is based on the International Association of Public Participation spectrum (outlined in Section 2.1 above).

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Who	General community in Colac Otway Shire	Residents, property owners, businesses and special interest groups in high risk towns, for which a Township Protection Plan has been prepared: ▪ Barongarook ▪ Barwon Downs ▪ Carlisle River ▪ Forrest ▪ Kawarran ▪ Kennett River ▪ Wye River	Stakeholders with a special interest in the MFMP and ability to engage a broader audience ▪ CFA Brigades & volunteers	Organisations who have informed development of the MFMP but are not involved through MFMPC* or MEMPC** ▪ Surf Coast Shire ▪ SP Ausnet ▪ VicTrack	Organisations who are responsible for the MFMP: **MFMPC*** ▪ Colac Otway Shire ▪ Dept of Sustainability & Environment ▪ Country Fire Authority (Group & Brigades) ▪ Parks Victoria ▪ Victoria Police ▪ Vic Roads **MEMPC**** Agencies listed above and: ▪ Powercor ▪ VicRoads ▪ Barwon Water ▪ Victoria State Emergency Service ▪ Dept of Health ▪ Australian Red Cross ▪ V/Line ▪ Ambulance Victoria ▪ Dept of Primary Industries ▪ Other MEMPC members Other relevant stakeholders with operations in the municipal district.

* MFMPC = Municipal Fire Management Planning Committee

** MEMPC = Municipal Emergency Management Planning Committee

6

Engagement Program - summary

PLAN

Stage 1 - Align agency engagement and Strategy adoption
By end December 2011

Who	How	Tools
CFA DSE Parks Victoria COS	Workshops/meetings to: ▪ Seek agreement on the engagement and participation strategy ▪ Align engagement on other initiatives eg: Township Protection Plans with MFMP ▪ Develop engagement schedule	▪ Develop promotional poster, advertising ▪ Develop fact sheets and consultation information ▪ Develop consultation schedule and process

ENGAGE

Stage 2 - Agency/organisation engagement
By end of February 2011

Who	How	Tools
Agency/organisation stakeholders involved in MFMPC and MEMPC	▪ Drafts of MFMP circulated for review and comment ▪ Detailed input sought on activities for multi-agency work plan ▪ Briefing to Committees and Council on draft MFMP	▪ Draft MFMP ▪ Draft multi-agency work plan ▪ DSE bushfire landscape modelling presentation

Stage 3 - Public workshops
Summer 2011/2012

Who	How	Tools
Barongarook Barwon Downs Carlisle River Forrest Kawarren Kennett River Wye River Lavers Hill	Combine MFMP engagement processes with CFA Community engagmenet programs. Feedback sought on: ▪ Local hazard reduction ▪ Regional risk priorities ▪ General information	▪ CFA community engagement sessions ▪ Draft MFMP & related materials
Online engagement	▪ MFMP posted on Council website	Draft MFMP
Media campaign	General awareness campaign	Local media

SORT

Stage 4 - Compile and incorporate feedback
By June 2012

Who	How	Tools
MFMP Committee	▪ Presentation to MFMP Committee meeting on community feedback ▪ Workshop what feedback can be incorporated ▪ Revise MFMP based on feedback from engagement process	▪ Engagement Feedback Summary

APPROVE	**Stage 5 - Approval of final MFMP** Date TBC		
	Who	**How**	**Tools**
	MFMP Committee MEMP Committee Barwon South West Regional Strategic Fire Management Planning Committee Council	▪ Formal endorsement ▪ Formal endorsement ▪ Review and recommendation to Council Adoption	Final MFMP
RELEASE	**Stage 6 - Release Plan** Date TBC		
	Who	▪ **How**	**Tools**
	MFMP Committee	▪ Formal feedback to participating stakeholders ▪ Information sessions ▪ Council website	Local media Send to mailing list Post on Council website

Appendix A: Country Fire Authority Key Messages 2011/12 Fire Season

KEY MESSAGES – 2011/12 FIRE SEASON

These fire safety messages are broad and cover a range of topics. They can be used in different communication channels and situations including (but not limited to):

- Talking to local communities
- Talking to the media
- Advertising
- Publications
- Media Releases
- Flyers and promotional materials

Overarching key messages

- Victoria is one of the most fire-prone regions in the world
- If you live, work or travel in Victoria this summer, you may be at risk of bushfire
- Planning ahead can save you and your family from being killed by fire
- Victoria has experienced wet weather over the past 12 months, but it only takes two weeks of hot, dry and windy weather to create dangerous fire conditions
- Due to favourable growing conditions across Victoria in 2011 there is an above average risk for grassfires for the 2011/2012 fire season
- Grassfires should not be underestimated; they can be extremely dangerous and cause death, trauma or serious injury
- **Prepare** weeks and months before the fire season. **Act** on the daily Fire Danger Rating. **Survive** a bush or grass fire
- 75 per cent of people living in high risk bushfire areas do not have a detailed bushfire survival plan – are you one of them?

  Most people have an idea of what to do if there is a bushfire but haven't thought about what could go wrong, made a backup plan, worked out how to communicate with family and friends or practised what they will do – all these things are critical to survival
- How much do you know about planning for bushfire? Go to www.cfa.vic.gov.au and take the FireReady Challenge
- Leaving early is the safest way to survive a bushfire
- You need to know what to do, and when and where to go, on hot, dry, windy days
- Don't rely on an official warning to leave. Bushfires can start quickly and threaten lives and homes within minutes
- You risk your life if you "wait and see"
- The safest option is to leave high risk areas early on days of fire risk – go to a safer area, for example the home of family and friends away from high risk areas, the nearest regional centre or a built up area

Bushfire Survival Plan

- You need a well thought out Bushfire Survival Plan if you live or holiday in high risk bushfire areas in Victoria
- Research shows 75% of people living in high risk areas do not have a detailed bushfire survival plan
- Don't have a plan? CFA can help. Visit www.cfa.vic.gov.au or call the Victorian Bushfire Information Line on 1800 240 667 for more information.
- You are not alone, advice and support is available. Talk to your local CFA brigade about how to plan for bushfire
- When preparing your plan consider the needs of children, the elderly, people with special needs or disability, pets and livestock
- Bushfires don't arrive at convenient times – think about what you will do if fire threatens on a work day/during school holidays/when you are away from home
- Attending a CFA FireReady meeting or joining a Community Fireguard group will help you plan for fire. You can also book a free property assessment to assess your fire risk. For more information visit www.cfa.vic.gov.au or call the Victorian Bushfire Information Line 1800 240 667
- Review your plan every year

Grassfire

- Grassfires can spread quickly and are extremely dangerous, burning at 15- 20km/h or more
- As grass is a fine fuel, fire burns through it faster than through forest
- The taller and drier the grass, the more intensely a grassfire will burn
- Grassfires can start earlier in the day than forest fires as grass dries out morequickly than forest when temperatures are high
- Grassfires spread rapidly and can quickly threaten lives and property. If you live in an area with grassland you need a Bushfire Survival Plan
- Grassfires are very hot and can produce large amounts of radiant heat that can kill anyone caught out in the open
- Grassfires can be started accidentally when using machinery such as chainsaws, lawnmowers, tractors and welders over summer
- Most losses, including lose of life, occurs after a wind change in a grass fire

Township Protection Plans

- Township Protection Plans are for local residents and visitors to the area
- Township Protection Plans contain local information for communities to help identify and manage the risk of bushfire
- Township Protection Plans are based on your town's bushfire history, terrain, vegetation and access routes. They also contain information such as:
    - Community based maps with key landmarks, routes and neighbourhood safer places (where applicable)
    - Bushfire survival options including shelter options

  - Identification of local bushfire risks
  - Information regarding warnings, evacuation and Fire Danger Ratings
  - A relocation checklist; and
  - Key contacts and information sources
- Know your Township Protection Plan and link it with your personal bushfire survival plan
- Managing bushfire risk is everyone's responsibility - know your Township Protection Plan
- Find your local Township Protection Plan online at www.cfa.vic.gov.au

Fire Danger Ratings

- Fire Danger Ratings are forecast by the Bureau of Meteorology up to four days in advance
- FDRs predict fire behaviour should a fire start, and how hard it will be to put out
- The higher the FDR, the higher the risk
- Victoria is divided into nine FDR districts.
- To stay safe you need to be aware of the FDR in your district each day over the fire season – it is your trigger to act
- For every Fire Danger Rating there is clear advice on what you should do
- You need to find out the daily FDR in the district where you live or travel – formore information visit www.cfa.vic.gov.au
- Fire agencies provide clear advice on what to do for each FDR – see www.cfa.vic.gov.au for more information

Code Red

- **Code Red** is the highest Fire Danger Rating – these are the worst conditions for a bush or grass fire
- Houses are not designed or constructed to withstand fires in **Code Red** conditions
- On a **Code Red** day, leaving high risk bushfire areas the night before or early in the morning is the safest option
- Code Red days are rare – when they are forecast they are **very** serious

High-risk bushfire areas

- If you live near or visit areas that are heavily forested, have thick bush or long, dry grass, or coastal areas with lots of scrub you are at risk of fire
- Fires can occur where suburbs meet the bush or in urban areas where houses have grassland, bush or parkland around them

Leaving early

- Leaving early is the safest way to survive a bushfire
- People die during bushfires trying to leave their homes at the last minute

- In high risk areas, leaving early is your only safe option on **Code Red** days – make a decision about when you will leave, where you will go, how you will get there, when you will return, what you will do if you cannot leave
- Only consider staying with your property on **Extreme** or **Severe** days if you are fully prepared and can actively defend your home. Visit www.cfa.vic.gov.au for more information
- Do you know family or friends who may need help leaving early? Don't wait, find out
- As a parent or carer please ensure your children, the elderly, people with special needs or disability are helped to leave early on Code Red, Extreme or Severe fire danger days
- Find a place away from high risk bushfire areas to relocate to – for example a shopping complex, large shopping strip, central business district of a regional centre or the home of friends and family away from high risk bushfire areas
- You will need to know what route to take and have an alternative if that routeis blocked or congested. Your normal route may take much longer than expected

Don't wait and see

- Do not wait and see – it is extremely dangerous to leave after there are signs of fire in your area
- Once a fire is in your area, it may become difficult to leave because road conditions will be dangerous. There may be road closures, smoke, fallen trees and embers
- A drive that will normally take five minutes may take up to two hours in the event of a fire
- You should not wait to receive a warning to leave. Bushfires can start quickly and threaten lives and homes within minutes

Defending your home

- If you live in a high risk bushfire area, your home will not be defendable on a Code Red day
- If you live in a high risk bushfire area, your home may not be defendable on Extreme or Severe fire risk days. Preparation and planning is essential.
- Most homes in high risk bushfire areas are not built to withstand bushfire
- Many homes close to or surrounded by heavily forested land are extremely difficult to defend
- Defending your home is very risky – you could die or be seriously injured
- Survival must be your main priority
- Defending a house requires at least two able bodied, fit and determined adults who are physically and mentally prepared to work long and hard in arduous and difficult conditions
- Only consider staying with your property on **Extreme** or **Severe** days if you are fully prepared and can actively defend your home. Visit www.cfa.vic.gov.au for more information and advice on Fire Danger Ratings
- Even people who are extremely well prepared can die fighting fires at home
- Discuss your plan with all family members. Everyone should be aware that staying to defend may involve trauma, injury or possibly death

- Children, the elderly, people with special needs or disability should be well away from the threat

Radiant heat

- Radiant heat is the heat that you feel from a fire
- Radiant heat is the biggest killer in a fire
- The best protection from radiant heat is distance
- A solid object such as a brick wall and suitable clothing can offer some protection from radiant heat but it may not save your life
- If you are in an open space put at least 300 metres between you and the fire

Warnings

- Don't rely on an official warning to leave. Bushfires can start quickly and threaten lives and homes within minutes
- If a fire starts nearby, there may be no time for official warnings
- For alerts and warnings, visit www.cfa.vic.gov.au, tune in to your emergency broadcasters: ABC Local Radio, commercial radio and designated community radio stations or SKY NEWS Television or call the Victorian Bushfire Information Line on 1800 240 667. You can also receive warnings via the CFA Updates Twitter account.
- Look for warnings issued for surrounding towns as your suburb or town may not be mentioned
- The three alert levels in Victoria each increase in importance – they are Advice, Watch and Act, and Emergency Warning. This information will be available on the CFA and DSE websites or via the Victorian Bushfire Information Line on 1800 240 667
- The three level alerts refer to the following:
    - Advice: provides general information to keep you up to date with developments
    - Watch and Act: means a fire is approaching, conditions are changing you must act
    - Emergency Warning: You are in danger, you will be impacted by fire, act now
- Emergency Alert telephone warnings may also be sent to your mobile and landline phone based on your billing address. This means if you live in the city and you're travelling in the country when a bushfire happens you will not receive a telephone warning by mobile phone.
- Once a fire is in your area, it may become difficult to leave because road conditions will be dangerous. There may be road closures, smoke, fallen trees and embers.

Back up plan – if you are caught in a fire

- Fires are unpredictable and plans can fail. Having a back up plan can save your life if you are caught in a fire
- If you cannot leave the area consider shelter options close by. This may include a well-prepared home (yours or your neighbours) that you can actively defend, a private bunker (that meets current regulations) or a designated community shelter or refuge
- Whilst these survival options carry a high a risk of trauma, injury or death they may provide you with some protection from radiant heat
- Last resort options include a Neighbourhood Safer Place (place of last resort), a stationary car in a cleared area, a ploughed paddock or reserve or a body of water like a swimming pool or dam.

Neighbourhood Safer Places (places of last resort)

- NSPs are places of last resort when all other plans have failed
- They can provide some protection from direct flame and radiant heat during a fire
- NSPs may still be subject to ember attack and they do not guarantee safety
- NSPs are not relief centres – there are limited facilities and no support or services are provided. They are not places to relocate to when leaving early
- Not every town has a NSP – identify other shelter options in your area
- NSPs are listed on CFA website www.cfa.vic.gov.au

Total Fire Bans (TFB)

- A Total Fire Ban is a day where certain activities that may cause fire are banned.
- Total Fire Bans are declared by CFA on days when fires are more likely to start, spread rapidly and be difficult to control. A Total Fire Ban day legally bans the following activities:
    - lighting or maintaining camp fires, incinerators, fires to burn off grass, weeds or other vegetation
    - welding, grinding, soldering, gas cutting (unless a permit has been issued by CFA / MFB)
    - use of solid/ liquid fuel barbeques or ovens
    - driving a vehicle where it will be in contact with crops, grass, stubble, weeds, undergrowth, or other vegetation (and only if vehicle is fitted with an efficient silencing device or spark arrestor takes all exhaust from the engine)
- Days of Total Fire Ban still allow the use of:
    - Barbecues that are fixed appliances, fired by gas or electricity, and built into permanent structures of brick, stone or concrete ARE allowed provided that:
        - The area 3 metres around the barbecue is cleared of flammable material
        - You have either a hose connected to water supply or a vessel with at least 10 litres of water
        - An adult is there at all times when the fire is alight.
    - Gas or electric fired portable barbecues ARE allowed provided that:
        - It is located within 20 metres of your dwelling (portable places of residence such as mobile homes, caravans or tents are not dwellings in accordance with the CFA Act)
        - The area 3 metres around the barbecue is cleared of flammable material
        - You have either a hose connected to a water supply or a vessel with at least 10 litres of water
        - An adult is there at all times when the fire is alight.
- People should avoid using machinery with an internal combustion or heat engine - such as tractors, slashers, excavating or road making equipment - within 9 metres of any crops, grass, stubble, weeds, undergrowth or other vegetation. Using a chainsaw, plant or grass trimmer or lawn mower.

- Caterers can set up and light a fire to operate a barbecue or a spit at outdoor functions if they have a written permit issued by CFA or MFB and comply with it.
- For more information on Total Fire Bans and fire restrictions visit www.cfa.vic.gov.au or contact the Victorian Bushfires Information Line on 1800 240 667

Appendix E Maps

Appendix E.1 Municipal Boundaries – Colac Otway Shire

Appendix E.2 Roadside Risk Assessment – Colac Otway Shire

Note: To be inserted July 2012

Appendix E.3 Structural Incidents Map – Colac Otway Shire

Appendix E.4 Chemical Incidents Map – Colac Otway Shire

Appendix E.5 Combined Chemical and Structural Incidents – Colac Otway Shire

Appendix F Terminology

Acceptable risk	The level of potential losses that a society or community considers acceptable, given existing social, economic, political, cultural, technical and environmental conditions.
Agencies	Refers to the agencies of the Municipal Fire Management Planning Committee. These include key agencies and organizations such as the Municipality, Department of Sustainability and Environment, Parks Victoria, the Country Fire Authority and Victoria Police.
Agency Treatments	Refer to Appendix A.1 Municipal Risk Management Register and Appendix A.2 List of Victorian Fire Risk Register Treatments.
Assets and values[17]	Recognised features of the built, natural and cultural environments. Built assets may include buildings, roads and bridges; structures managed by utility and service providers; or recognised features of private land, such as houses, property, stock and crops and associated buildings and equipment. Natural assets may include forest produce, forest regeneration, conservation values including vegetation types, fauna, air and water catchments*. Cultural values may include recreational, Indigenous, historical, archaeological and landscape values.
Assumption	A conclusion that is reached based on the information available at the time.
Bushfire	A general term used to describe fire in vegetation, including grass fire.
Bushfire Risk	The chance of a bushfire igniting, spreading and causing damage to the community or the assets they value.
Community	A group of people with a commonality of association and generally defined by location, shared experience or function.
Community based disaster risk management	A process that seeks to develop and implement strategies and activities for disaster preparedness (and often risk reduction) that is locally appropriate and locally 'owned'.
Consequence	Outcome or impact of an event.
Critical infrastructure	Critical infrastructure includes those services, physical facilities, supply chains, information technologies and communication networks that, if destroyed, degraded or rendered unavailable for an extended period, would significantly impact on the social or economic well-being of the community. Includes: • telecommunications • electrical power systems • gas and oil storage and transportation • banking and finance • transportation • water supply systems (and sewerage). Adapted from Critical Infrastructure Advisory Council (CIAC).

[17] Department of Sustainability and Environment (2006), Code of Practice for Fire Management on Public Land – Revision No. 1, DSE, Victoria.

Elements at risk	The population, buildings and civil engineering works, economic activities, public services, infrastructure and so on, exposed to sources of risk.
Emergency	An event, actual, or imminent that endangers or threatens to endanger life, property or the environment, and that requires a significant and coordinated response.
Essential Service[18]	The level of potential losses that a society or community considers acceptable, given existing social, economic, political, cultural, technical and environmental conditions
Event	Occurrence of a particular set of circumstances. An incident or situation that occurs in a particular place during a particular interval of time.
Frequency	A measure of the number of occurrences per unit of time.
Hazard	A source of potential harm or situation with a potential to cause loss. A potentially damaging physical event that may cause loss of life or injury, property damage, social and economic disruption or environmental degradation.[19]
Impact	See consequence.
Integrated Fire Management Planning (IFMP)	Integrated Fire Management Planning is a holistic and integrated risk based planning framework for fire management, across all land tenures and boundaries including Prevention, Preparedness, Response and Recovery activities.
Leadership group	A subgroup for the broader committee comprising the risk category, technical knowledge and experience
Likelihood	Used as a general description of probability or frequency – can be expressed qualitatively or quantitatively
Loss	Any negative consequence or adverse effect – financial or otherwise.
Mitigation	Measures taken in advance of a disaster, aimed at decreasing or eliminating its impact on society and the environment.
Monitor	To check, supervise, critically observe or measure the progress of an activity, action or system on a regular basis in order to identify change from the performance level required or expected.
Organisation	Group of people and facilities with an arrangement of responsibilities, authorities and relationships.
Practicable[20]	What is realistic to achieve in the context of: ▪ the severity of the hazard or risk in question ▪ the state of knowledge about that hazard or risk and any ways of ▪ removing or mitigating that hazard or risk ▪ the availability and suitability of ways to remove or mitigate that ▪ hazard or risk

[18] Essential Services Commission Act 2001

[19] United Nations International Strategy for Disaster Reduction (2008), Climate Resilient Cities 2008 primer: reducing your vulnerabilities to climate change impacts and strengthening disaster management in East Asian cities, United Nations and the World Bank, Geneva

[20] Dangerous Goods (Storage and Handling) Regulations 2000 S.R. No. 127/2000.

	the cost of removing or mitigating that hazard or risk.
Preparedness	Arrangements to ensure that in the event of an emergency, all those resources and services that are needed to cope with the effects can be efficiently mobilised and deployed.
Prevention	Regulatory and physical measures to ensure that emergencies are prevented, or their effects mitigated.

Probability	A measure of the chance of occurrence expressed as a number between 0 and 1. 'Frequency' or 'likelihood' rather than 'probability' may be used in describing risk. The likelihood of a specific outcome, as measured by the ratio of specific outcomes to the total number of possible outcomes. Probability is expressed as a number between zero and unity – zero indicating an impossible outcome and unity indicating an outcome that is certain. Probabilities are commonly expressed in terms of percentage e.g. the probability of throwing a six on a single roll of a die is 1 in 6, or 0.167, or 16.7 per cent.
Recovery	The coordinated process of supporting emergency affected communities in reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical wellbeing.
Residual risk	Risk remaining after implementation of risk treatment.
Resilience	The capacity of a system, community or society potentially exposed to hazards to adapt, by resisting or changing in order to reach and maintain an acceptable level of functioning and structure. This is determined by the degree to which the social system is capable of organizing itself to increase its capacity for learning from past disasters for better future protection and to improve risk reduction measures[21]
Response	Actions taken in anticipation of, during and immediately after an incident to ensure that its effects are minimised, and that people affected are given immediate relief and support.
Risk	The chance of something happening that will have an impact on objectives. The probability of harmful consequences resulting from interaction between natural or human-induced hazards and vulnerable conditions[22].
Risk Analysis	Systematic process to understand the nature of, and deduce, the level of risk.
Risk Assessment	The overall process of risk identification, risk analysis and risk evaluation.
Risk criteria	Terms of reference by which the significance of risk is assessed.
Risk Environments	There are four types of risk environments used in the **Victorian Fire Risk Register** tool - Human Settlement, Economic, Environmental and Cultural Heritage.
Risk Evaluation	Process of comparing the level of risk against risk criteria.
Risk Identification	The process of determining what, where, when, why and how something could happen.
Risk Management	The culture, process and structures that are directed towards realising potential opportunities while managing adverse effects.
Risk Management Process	The systematic application of management of policies, procedures and practices to the tasks of communicating, establishing context, identifying, analaysing, evaluating, treating, monitoring and reviewing risk.
Risk Reduction	Actions taken to lessen the likelihood, negative consequences, or both, associated with a risk.
Risk Register	A listing of risk statements describing sources of risk and elements of risk, with assigned consequences, likelihoods and levels of risk.
Risk Treatment	Process of selection and implementation of measures to modify risk. The term 'risk treatment' is sometimes used for the measures themselves.
Source of Risk	Source of potential harm.

[21] United Nations International Strategy for Disaster Reduction (UNISDR) (2009), UNISDR terminology on disaster risk reduction, United Nations, Geneva

[22] Ibid.

Susceptibility	The potential to be affected by loss.
Tolerable Risk	A risk within a range that society can live with so as to secure certain net benefits. It is the range of risk regarded as non-negligible and needing to be kept under review and reduced further if possible.

Treatment	An existing process, policy, device, practice or other action that acts to minimise negative risk or enhance positive opportunities. The word control may also be applied to a process designed to provide reasonable assurance regarding the achievement of objectives.
Treatment (adequacy) assessment	Systematic review of processes to ensure that controls are still effective and appropriate.
Victorian Fire Risk Register (VFRR)	The Victorian Fire Risk Register is a systematic map based process that identifies assets, assesses assets and provides a range of treatments which contribute to the well being of communities and the environment, which suffer the adverse effects of bushfire.
Vulnerability	The conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of a community to the impacts of hazards[23]

[23] Ibid

Appendix G Acronyms

CFA	Country Fire Authority
DEECD	Department of Education and Early Childhood Development
DSE	Department of Sustainability and Environment
IFMP	Integrated Fire Management Planning
MEMP	Municipal Emergency Management Plan
MEMPC	Municipal Emergency Management Planning Committee
MFMP	Municipal Fire Management Plan
MFMPC	Municipal Fire Management Planning Committee
MFPP	Municipal Fire Prevention Plan
NSP	Neighbourhood Safer Places – Places of Last Resort
PPRR	Prevention, Preparedness, Response and Recovery
RSFMP	Regional Strategic Fire Management Plan
RSFMPC	Regional Strategic Fire Management Planning Committee
SES	State Emergency Services
TPP	Township Protection Plan
VBRC	Victoria Bushfire Royal Commission
VFRR	Victoria Fire Risk Register
WMO	Wildfire Management Overlay

Appendix H Bibliography

- Colac Otway Shire Municipal Emergency Management Plan 2011-2014.
- Colac Otway Shire, *Community Fire Safety Strategy* (2007), (Municipal Fire Prevention Plan)
- State of Victoria, Integrated Fire Management Planning Guide, (2010), available at www.ifmp.vic.gov.au
- State of Victoria, State Fire Management Strategy 2009, available at www.ifmp.vic.gov.au
- State of Victoria, Integrated Fire Management Planning Framework, (2010), available at www.ifmp.vic.gov.au
- State of Victoria, Emergency Management Manual of Victoria, available at www.oesc.vic.gov.au
- Bushfires Royal Commission Implementation Monitor, *Progress Report*, (July 2011) at pp. 136 – 139, available at www.bushfiresmonitor.vic.gov.au
- Fire Services Commissioner, Fire Services Reform Program (2011), available at www.firecommissioner.vic.gov.au
- Fire Services Commissioner – Victoria, *Bushfire Safety Policy Framework*, December 2010, available at www.firecommissioner.vic.gov.au
- Victorian Bushfires Royal Commission, Final Report (July 2010), available at www.royalcommission.vic.gov.au
- Other draft Municipal Fire Management Plans, including:
    - the Surf Coast Shire Municipal Fire Management Plan 2011 - 2014
    - the Golden Plains Shire Municipal Fire Management Plan 2011 – 2014,
    - the Glenelg Shire Municipal District Municipal Fire Management Plan 2011 - 2014,
    - the City of Greater Geelong Municipal Fire Management Plan 2011 – 2014; and
    - the South Gippsland Municipal Fire Management Plan
- Geelong Otway Tourism Industry, *Travel to the Great Ocean Road – Year Ending December 2010*, available at www.geelongotway.org
- Department of Sustainability and Environment, Fire and Other Emergencies - Ash Wednesday bushfire – 1983, available at www.dse.vic.gov.au
- Country Fire Authority Act (1958)
- Emergency Management Act (1986)
- Local Government Act (1958)

Appendix I Roadside Bushfire Risk Assessment Guidelines

[To be included once the final updated Assessment Guidelines have been provided]

Colac Otway
SHIRE

Municipal Relief and Recovery Plan

June 2012

Date:	17 November 2011
Author:	COS - R&R Update Project (Cube MS)
Version:	8
Approved:	
Date Endorsed:	17 November 2011
Date Amended:	12 June 2012

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
CORC	Colac Otway Shire Recovery Committee
CORSC	Colac Otway Shire Recovery Subcommittee
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
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

TABLE OF CONTENTS

PART 1 – INTRODUCTION 6
1.1 Definition 6
1.2 Purpose 6
1.3 Recovery Management Principals 7
1.4 EM Documentation & Related Plans 7
1.5 Document Structure 10
1.6 Functional Areas of Recovery 10
1.7 Relief and Recovery Phases 11
1.8 Emergency Relief Centre Model 12
PART 2 – ROLES AND RESPONSIBILITIES 14
2.1 Municipal Emergency Management Planning Committee (MEMPC) 14
2.2 Colac Otway Recovery Committee (CORC) 14
2.3 Community Recovery Committee (CRC) 15
2.4 Planning and Preparation Phase 16
2.5 Activation Phase 17
PART 3 – RECOVERY PLANNING & PREPARDENESS 22
3.1 Ongoing Planning & Preparedness 22
3.2 Regional Recovery Planning 23
3.3 ERC Preparedness 24
3.4 Training 28
3.5 Testing, Evaluation & Review 28
3.6 Business Continuity 28
PART 4 – RECOVERY PROCESS (ACTIVATION) 29
4.1 Activate the Recovery Plan 30
4.2 Establish Emergency Relief Centres 30
4.3 Establish and Conduct Committee Meetings 31
4.4 Determine and Assess Vulnerable Community Members 32
4.5 Determine Recovery Priorities 32
4.6 Allocate Resources 33
4.7 Supply Recovery Services and Support 33
4.8 Inform the Community 34
4.9 Monitoring & Reporting on Recovery 36
4.10 Acquisition of Goods and Services 36
4.11 Data Management 36
4.12 Conduct Post-Recovery Evaluation 37
PART 5 - SUPPORT ARRANGEMENTS 38
5.1 Agency Services & Support 38
5.2 Vulnerable Community Members 38
5.3 Impact and Needs Assessment 39
5.4 Emergency Relief Centres (ERC) 43
5.5 Social, Health & Community Environment 43
5.6 Animal Welfare 48
5.7 Built Environment 48
5.8 Natural Environment 50
5.9 Economic Environment 51
5.10 Resources 52

PART 6 - APPENDICES 55
A - Agency Services Matrix 56
B – ERC Locations 58
C – ERC Standard Operating Guidelines 59
D – MRM Operational Guidelines 181
E – Single Incident Emergency Assistance 191
F – Glossary of Terms 192

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 relief and 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 Municipal 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 Municipal 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;
- 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*: http://www.austlii.edu.au/au/legis/vic/consol_act/ema1986190/

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)

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.

Copies are available from Colac Otway Shire, Emergency Management Unit, 101-105 Gellibrand Street, Colac Vic 3220.

1.4.4 DHS BSW Regional Relief & Recovery Plan

The DHS BSW Regional Relief & Recovery Plan outlines the roles and responsibilities of Agencies involved in the relief and recovery process at a regional level. This plan is currently in draft format and replaces the *BSWR Regional Emergency Recovery Plan*. Copies are available from the Department of Human Services Barwon South Western Region, State Government Offices, Corner Little Malop & Fenwick's Street's, Geelong 3220.

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 in fluenza pandemic. Copies are available from the Manager, Health & Community Services and the Environmental Health Officer, Colac Otway Shire.

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.

Figure 1: Emergency Management 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.

Figure 2: Functional areas of recovery

Recovery planning should address each of these functional areas and provide for the engagement of agencies that can assist with the recovery.

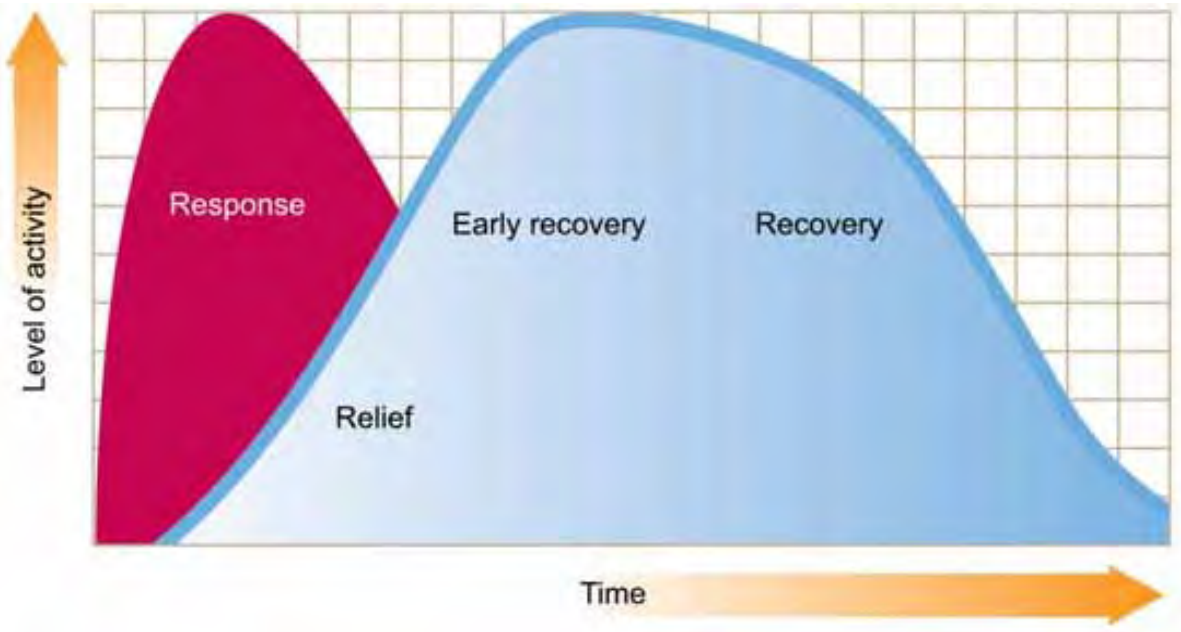
Refer to Part 5 for further details regarding resources and support for the 'four functional areas of recovery'

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.

Figure 3 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.

Figure 3: Relief and Recovery time progression from impact



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:

Table 1: Emergency Management hierarchy

Category	Description	Relief Centre	Relief Centre staff resources
Tier 1 (Small Scale)	Geographically contained and has relatively limited impacts	Local Emergency Relief Centres	Municipal Recovery Manager (MRM) ERC Administration (ERCA)
Tier 2 (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 (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

Figure 4 below outlines the structure of emergency management committees at Colac Otway Shire. Each of these committees have a vital role in Emergency Management.

Figure 4: Emergency Management Committees at Colac Otway Shire

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 & PREPARDENESS

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:

Table 2: 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.

Table 3: Vulnerable groups to be considered

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 Community and Religious Leaders Telephone interpreter services (TIS)	• Home country experiences of emergencies • Translation of written materials • Provision of interpreters • Additional support at registration • Dietary requirements • Food preparation • Special washing practices • Items and clothing of special cultural or religious significance • History between nationalities and ethnicities • Cultural norms • Prayer mats / religious needs • Segregated sleeping • Preferred community networks and channels for receiving information
Mentally and/or Physically Disabled	Health Service Providers Case Workers Carers	• Accessibility to relief centre • Case management provision • Provision of relief services in the home environment • Providing an area within the ERC that is private • Discussion with health care providers on any specialised resources that may be required. • Allowance for a 'fast track' registration to negate the need to queue • Allow carers to provide continuity of care • Plan for attendant care at relief centres for vulnerable groups that would receive in home support services • Note*: 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.*
Visually /Hearing Impaired	Royal Society for Deaf Royal Society for Blind	• Additional support at registration • Consider suitable signage • Provide assistance with equipment such as phones • Make audio announcements available visually • Obtain qualified sign language interpreters. • Place such individuals in areas that allow for easy access to toilets /washrooms. • Provide volunteer readers

Group	Possible sources of support / expertise	Some factors to consider
Young	Council's Maternal Child Health Services and Early Years Services Department of Education and early Childhood Development Kindergartens and Schools Local Toy Library Family Day Care Service	• Consider relief centres integrated with or in proximity to child care facilities • Provide age-appropriate recreation opportunities (e.g. TV, DVD, music, toys, books, playground) • Provide baby/young children's equipment • Monitor for any instances of bullying between children • Consider giving teenagers appropriate roles to support relief functions (e.g. making tea) • Consider using wrist bands for identification, as a security measure • Note*: 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.*
Elderly	Council's Older Persons and Ability Support Services Carers	• Access to the ERC • Past experiences of emergencies • Provision of interpreters • Additional support at registration • Dietary requirements • Access to and storage of medications • Additional support with written materials and other communications • Provision of relief services in the home environment • Notifications to family / personal support networks
Injured or ill *(as a result of the emergency)*	Ambulance Victoria St John Ambulance 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. *For more information please refer to the State Health Emergency Response Plan (SHERP).*
Pre-existing medical conditions	Pharmacy Guild and local pharmacists 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 Local Animal Shelters	• Securing pets in an appropriate environment external to the ERC • Feeding needs • Responding to injured animals • Affected individuals' emotions when separated from their pets • Note: *Animals trained to provide assistance to individuals with disabilities, are the only exception to being permitted into the ERC.*

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

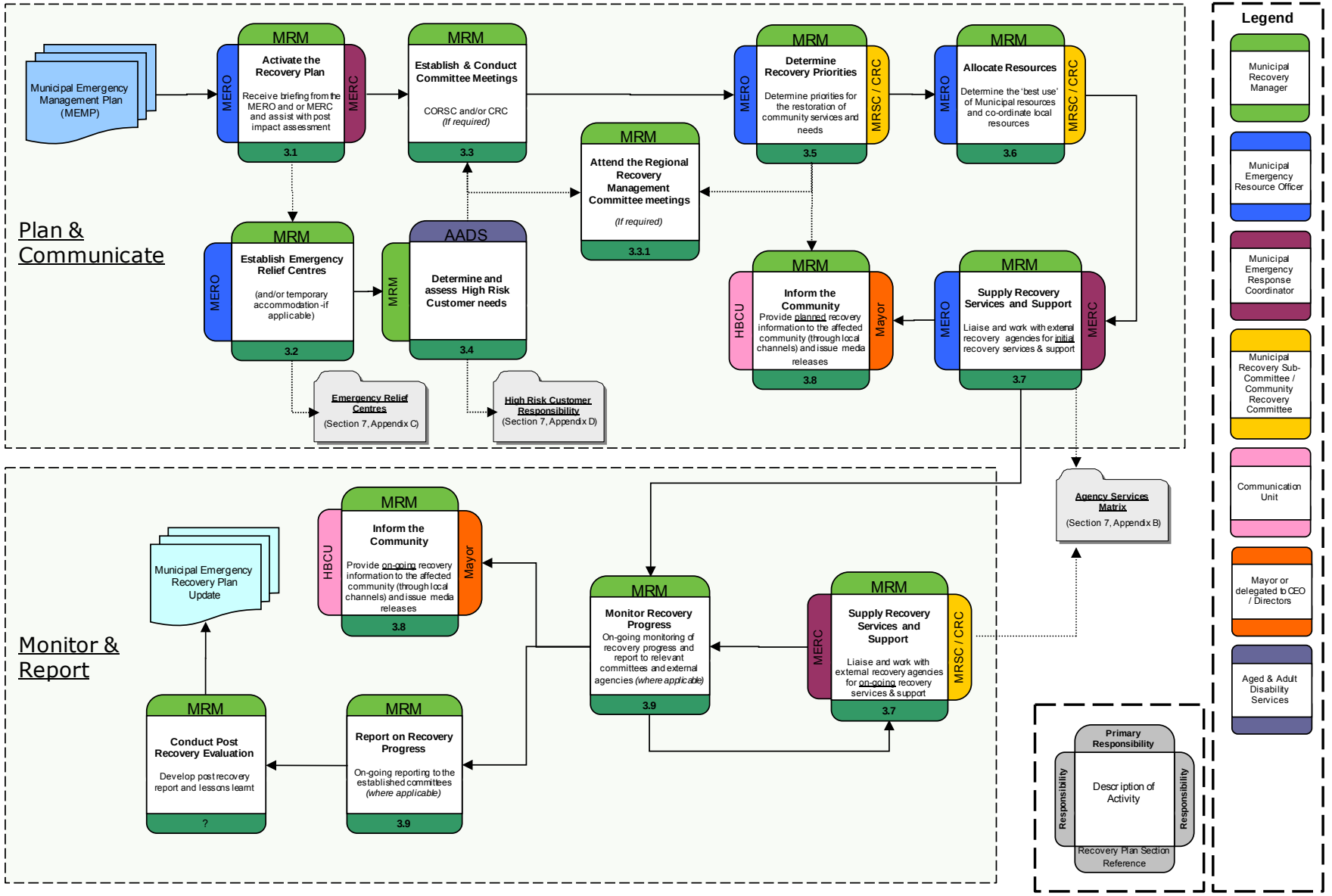
Consideration will be given to how normal council business will be maintained during an emergency recovery operation, particularly when recovery service demands on staff impact on their ability to undertake their normal duties. Past experiences have shown there is an expectation for normal services to 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)

Figure 5: 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.

Table 4: 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:

Table 5: Recovery functions

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:

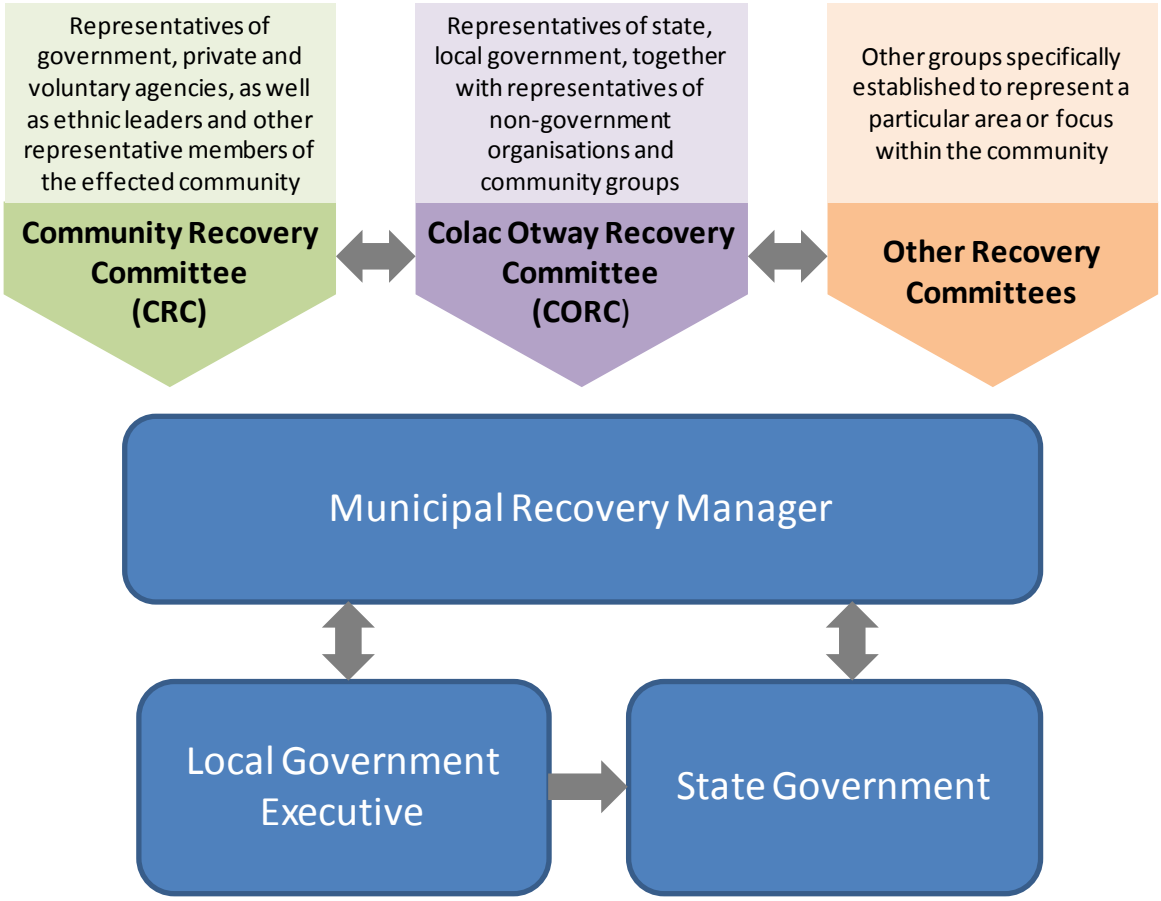
- Print and electronic media advertisements and press releases;
- Newsletters;
- Letterbox drops;
- Public and small group meetings;
- Recovery centres;
- Web sites; and
- Outreach visitation programs.

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.

Figure 6: Reporting channels summary



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 People

During an emergency or imminent threat of an emergency, special consideration must be given to evacuation of vulnerable people in the community.

Vulnerable people and those who may care for them, including facilities such as hospitals, aged care facilities, educational facilities and prisons, are likely to need more time, resources, support and assistance to evacuate safely.

These facilities should have existing evacuation plans in place to appropriately plan for and undertake an evacuation when this is recommended. However, such plans cannot rely on the availability of emergency service personnel to undertake the evacuation.

Some people living in the community may be unable to activate their own avacuation plan without support and a small number who do not have a personal support network will require assistance to safely evacuate.

In the content of bushfires a vulnerable person is an individual who lives in a high bushfire risk area and is socially isolated and without any other supports. Other factors that may be considered when assessing an individual's vulnerability include:

Emergency Management

- Lives alone and has additional needs and/or lives with an individual with similar or greater level of additional needs, and/or
- Physical dependence, and/or
- Inability to make an independent decision due to cognitive or other impairment, and/or
- Geographic isolation.

For bushfires, the Departments of Health and Human Services, in conjunction with municipal councils, and other support agencies will provide tailored advice to vulnerable people. This advice will include the need to develop personal safety plans with an emphasis on leaving early and identification of appropriate support to do so.

Victoria Police, as the agency responsible for managing evacuations, will be dependent on Municipal Emergency Management Plans to have:

- A list of facilities where vulnerable people are likely to be situated.
- A list of those services/agencies that will be aware of vulnerable people within the community.

These lists, including after hours contact details where available, will be available to Victoria Police in the event an evacuation becomes necessary.

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.

Table 6: Categories of needs generated after a major emergency

Accommodation	**Aged and Disability Support**	**Catering**
To assist in the provision of emergency/temporary accommodation an emergency. *Service Providers:* • Red Cross (single incidents only) • Salvation Army • Relief Centres • Motels • Caravan Parks • Otway Coast Committee • Real Estate Agents (AB) *Accommodation register is listed in the appendices (optional)*	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. *Service Providers:* • Aged Care Providers • HACC funded agencies • Colac Area Health • Otway Health • Hesse Rural Health • Colanda • Day Activity Centres • Department of Human Services • Rural Access Workers • Local GP's • Others as determined	To provide food services as required for combat, field and emergency management staff (and attendees at Emergency Relief Centres). *Service Providers*: • Red Cross • Foodbank • Colac Area Health • Lions Club • Other agencies as required
Children's Services	**Communication**	**Community Development**
To plan for and co-ordinate the recovery process for children under 12 years and to provide Childcare to relief/ recovery centres. *Service Providers:* • Family Day Care Provider • Maternal & Child Health Nurses • Otway Health • Childcare Centre • Preschools • Community Nurses • Schools • Outside School Hours Care Providers	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. *Service Providers:* • Communications Coordinator • Mayor of the day • Police • Local Media • MRM • VicRoads • WICEN	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. *Service Providers:* • Manager Health & Community Services • Colac Area Health • Otway Health • Hesse Rural Health • DHS • DIIRD • MRM • Council of Churches • Community group representatives

Donations Coordination 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. *Service Providers:* • Red Cross • Colac Otway Shire • Lions/Service Clubs • Banks	**Financial Assistance (also falls within Economic Environment)** 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. *Service Providers:* • Dept Human Services • Centrelink • Salvation Army • Red Cross • Rural Finance Corporation • Insurance Council of Victoria • CWA	**Material Aid** To coordinate distribution of material aid to affected members of the community following an emergency. *Service Providers:* • Salvation Army • Victorian Relief Committee • Uniting Care • Service Clubs • Churches • Red Cross • Brotherhood of St Laurence • CWA
Personal Support 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. *Service Providers:* • Red Cross • DHS • Otway Health • Victorian Council of Churches (VCC) • Health Services • Education services • SIDS and KIDS • Psychiatric Services • Advocacy services as required • St Vincent de Paul	**Relief & Recovery Centre Management** To coordinate and staff relief and recovery centres as established by the MERO and MRM, and liaise with other Service Coordinators. Regular maintenance of the centre register and support resources is part of the coordinators role. *Service Providers:* • Identified municipal centre managers and deputies • SES (relief centre support) • DHS (recovery centre support) • Red Cross • Personal Support Providers	**Volunteer Co-ordination** 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. *Service Providers:* • Community Health Centre • Service Clubs • Colac Otway Shire • Others as determined

Animal/Stock Welfare 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. *Service Providers:* • Municipal Pound (Colac) • Dept Primary Industries • Environmental Health Officer • Vets • Landcare Network • Cap Otway Conservation Centre • RSPCA • Victorian Farmers Federation • Parks Victoria • Wildlife Network • Animal Aid Agencies • Others as determined	**Economic Development** To coordinate and initiate economic development activities to assist local businesses to recover following an emergency. *Service Providers:* • Business Development Officer • Tourism development Officers • RDV • Centrelink • Rural Finance • Rural Counsellors • Chamber of Commerce • Otway Business Inc (OBI)	**Clean up/Equipment Provision** 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. *Service Providers:* • MERO • SES • Local contractors (e.g. earthmovers) • Service Clubs • Neighbouring Municipalities • Hire Businesses • EHO • Local CFA (AB) • Colac Otway Shire • VicRoads • Otway Coast Committee
Fencing To coordinate the reconstruction of boundary fencing of rural properties following damaged incurred by an emergency. *Service Providers:* • Municipality • DSE • Victorian Farmers Federation (VFF) • Service Clubs • DPI • Landcare Network • Apollo Bay Building Group • Local Supplies • Fencing Volunteer Groups	**Environmental Health** 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. *Service Providers:* • Municipal Environmental Health Officer • DHS Environmental Health Officer • GP's • Barwon Water • Department of Sustainability & Environment	**Transport** To assist in transport provision after an event so that those affected can access relief and recovery centres, recovery services, shopping, appointments etc. *Service Providers:* • MERO • Commercial Transport Companies • Taxis/Buses • Department of Transport • Department of Education • Other groups as required

Infrastructure	Post Impact Assessment	Environment
To rebuild and restore community infrastructure/utilities after an emergency. *Service Providers:* • MERO • VicRoads • Powercor • Tru Gas • Barwon Water • Telstra • CCMA • Colac Otway Shire • Local Community • V-Line	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. *Service Providers:* • DPI • Municipal Building Inspectors • MERO • Personal Support Providers • Environmental Health Officer • Arborists • Department of Sustainability & Environment • VicRoads	To assess and advise on and repair damage after an event including tree safety/assessment, replanting, revegetation, erosion prevention and control. *Service Providers:* • Council Environment Unit • Landcare Groups • CosWorks Parks and Gardens • DPI • Parks Victoria • DSE • Local Nurseries • Local Contractors • CCMA • EPA • Otway Coast Committee • Arborists • VicRoads (Hazard Assessment)

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 Managent 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

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.

PART 6 - APPENDICES

Appendices	Page
A - Agency Services Matrix	56
B – ERC Locations	58
C – ERC Standard Operating Guidelines	59
D – MRM Operational Guidelines	185
E – Single Incident Emergency Assistance	194
F – Glossary of Terms	195

APPENDIX A - Agency Services Matrix

LEGEND
● Primary Provider
O Secondary Provider

	Social Health & Community Environment																		Built Environment			Natural Environment			Economic Environment		
	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
Colac Otway Shire	O		O	●	O	●	●	O	●	O						O	O	●	O	●	●	●	O	O		O	O
ABC Radio (774)					O																						
Ambulance Victoria		●																									
Centrelink															O	●									●		
Australian Red Cross Victoria	●	O	O	O							O					O	●	O									
Brotherhood of St Laurence											O		O	O													
Community Information Centre					O													O									
Department of Human Services (DHS)					O	O	O		O	●					●		O	O								●	
Department of Primary Industries (DPI)																								O	O	O	●
Department of Sustainability & Environment (DSE)																			●	O				O		O	
Local Church/s				O							O	O	O	O			O	O									
Environment Protection Authority (EPA)						O																					
Food Bank Victoria	O																										
ISIS Primary Care		O														O	O										
Landcare Groups					O																	O	O	●			
Local Lions Clubs	O			O																							
Barwon Water																						O	O	O			O

LEGEND

● Primary Provider

O Secondary Provider

	Social Health & Community Environment																		Built Environment			Natural Environment			Economic Environment		
	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
Community Health Service																	O	O									
Parks Victoria																						O	O	O			
Catchment Management Authority																						O	O	O			
Salvation Army	O			O							O	●			O		O	O									
Security Company								O																			
St John Ambulance		O																									
St Vincent De Paul											●		●	●				O									
Telstra					O																				O		
Powercor					O																				O		
VicRoads																			●	O		●		O			
Victoria Police			●		●			●																			
Victorian Council of Churches																O	O	O									
Victorian Interpreting and Translation Service (VITS)					O																						
Wireless Institute Civil Emergency Network (WICEN)					O																						

APPENDIX B - ERC Locations

Emergency Relief Centre	Township	Address
Tier 2 and 3 emergency events		
Blue Water Fitness	**Colac**	**Hearn Street, Colac**
Colac back up venue (If Blue Water Fitness is unavailable) Colac Turf Club	Colac	38 Colac-Lavers Hill Rd, Colac
Apollo Bay P-12 College	**Apollo Bay**	**20 Pengilley Avenue** **Apollo Bay**
Back up venue (If Apollo Bay P-12 College is unavailable) Apollo Bay Youth Club or Recreation Reserve	Apollo Bay	Youth Club 21 Moore Street Apollo Bay Recreation Reserve 70 Great Ocean Road Apollo Bay
Tier 1 emergency events (Local impact only)		
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

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.

CONTENTS

APPENDIX C 59
ACRONYMS / GLOSSARY OF TERMS....63
1. INTRODUCTION....64
1.1 Purpose....65
1.2 Emergency Management Document Structure....65
1.3 Audience....65
1.4 Emergency Relief Centre Model....66
2. ROLES & RESPONSIBILITIES....67
2.1 ERC Team Structure....68
2.2 ERC Team Roles....69
2.3 Support Agencies & Contractors....71
3. STANDBY ARRANGEMENTS....72
3.1 Notify ERC Teams....74
4. ACTIVATE ERC....76
4.1 Activate ERC....77
5. SETUP ERC....79
5.1 Setup ERC....80
5.2 Organise Rosters....81
5.3 Overnight Accommodation....84
6. MANAGE ERC....85
6.1 Reporting Requirements....86
6.2 Sign-In Requirements....88
6.3 Registration of Attendees....89
6.4 Issuing Wrist Bands....91
6.5 Interacting with Attendees....92
6.6 Liaison with Support Agencies....94
6.7 ERC Shift Handover....95
6.8 Information Logs....96
6.9 Catering....97
6.10 Vulnerable Populations....99
6.11 Managing CALD Communities....101
6.12 Unaccompanied Children....102
6.13 Offers of Material Aid & Volunteer Support....103
6.14 ERC Repairs & Maintenance....104
6.15 ERC Media Management....105
6.16 Public Information Updates....106
6.17 VIPs & Celebrities....107
6.18 Review Capacity / Escalation....108
6.19 Sign - ERC Deactivation....109
7. DUTY STATEMENTS....110
7.1 Support Agencies & Contractors....111
7.2 Red Cross....113
7.3 Salvation Army....114

7.4 Victoria Police....116
7.5 Centrelink....117
7.6 Department of Human Services....118
7.7 Primary Health Care Agencies....119
7.8 Secondary Health Care Agencies – First Aid....120
7.9 Emergency Accommodation Agencies....121
7.10 Security Contractors....122
7.11 Cleaning & Waste Removal Contractors....123
7.12 Traffic Management Contractors....124
7.13 Event Equipment Hire Contractors....125
7.14 Catering Contractors....126
8. APPENDICIES....127
A. ERC Activation Protocol....128
B. Emergency Relief Centre Locations....129
C. Role Statements....130
D. SMEACS Template & Sample Template....140
E. SIT REP Template....143
F. SES ERC Resource Report....144
G. ERC Kits - Checklist....146
H. Team Welfare De-brief....148
I. Staff & Support Agency Sign-In Sheet (Template)....151
J. ERC Staff Photo Identification....153
K. Instructions for completing the NRIS form (Example Form)....154
L. Overnight Accommodation....155
M. Catering Order Form....161
N. Media Release Template....162
O. Operations Log....163
P. Provision of Medical Assistance to ERC....164
Q. Volunteer Offer of Support Registration Form....166
R. Facility Set-up Plan - Blue Water Fitness Centre....167
S. Facility Set-up Plan – Apollo Bay P12 School....174

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

SECTION 1

INTRODUCTION

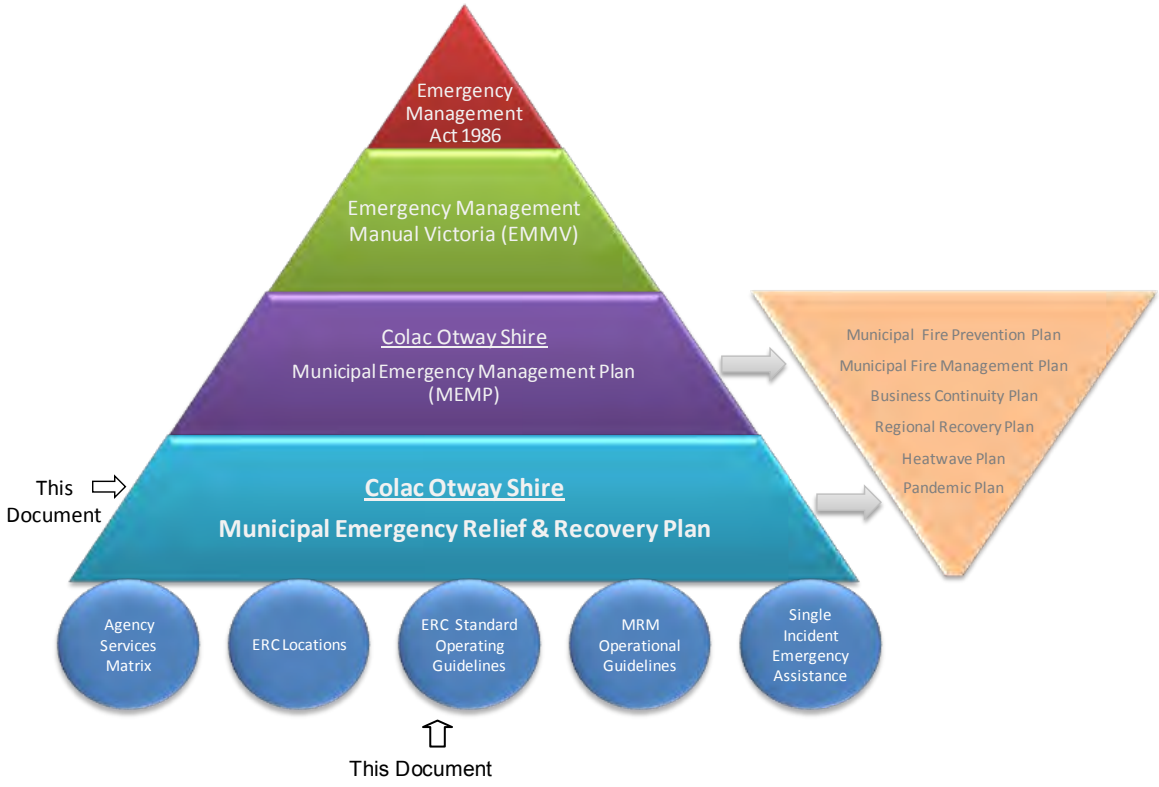
1.1 Purpose

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.

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 (Small Scale)	Geographically contained and has relatively limited impacts	Local Emergency Relief Centres	Municipal Recovery Manager (MRM) ERC Administration (ERCA)
Tier 2 (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 (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.

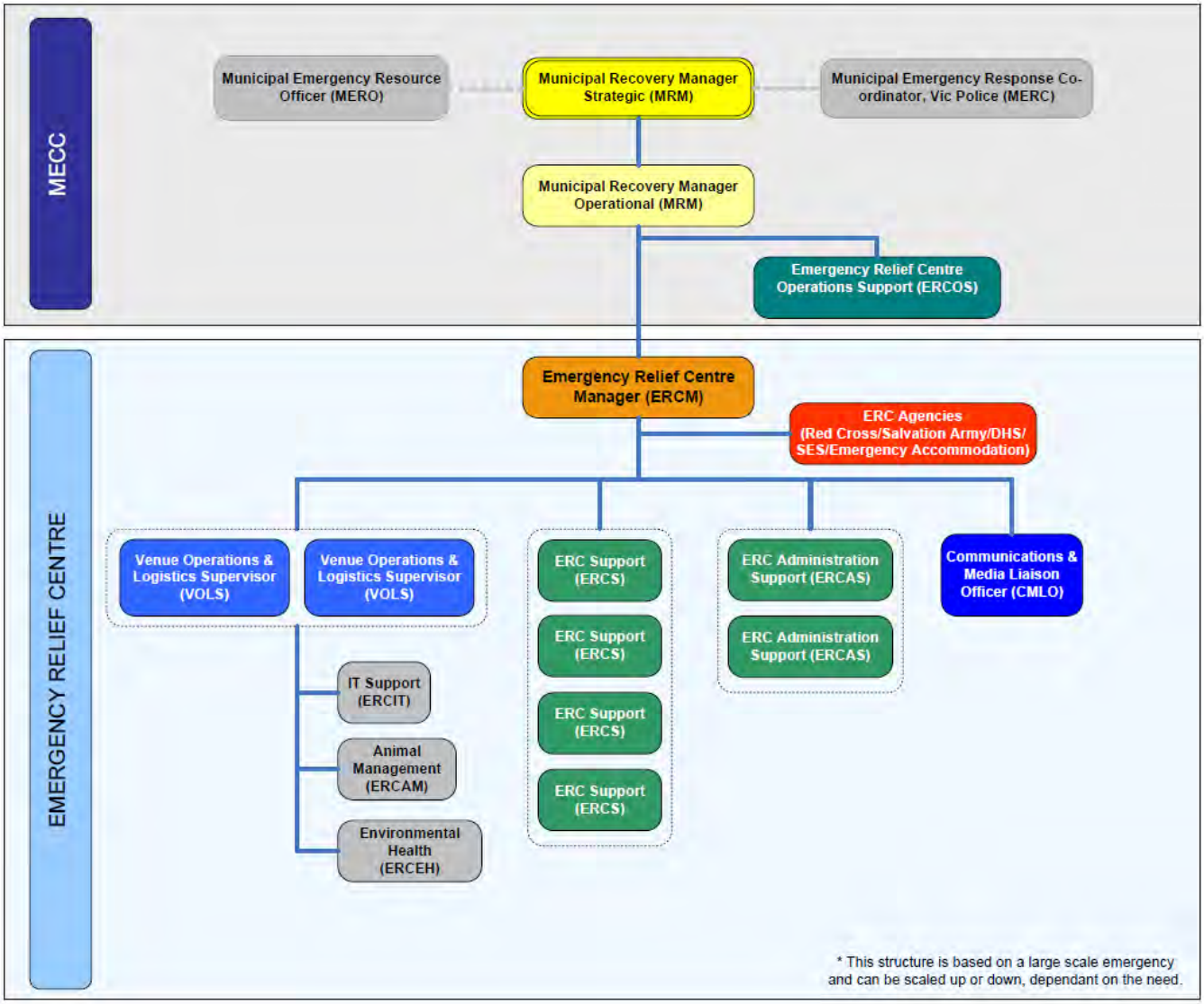
A Tier 1 event may only require the opening of a venue and setting up the venue with resource kits. If the emergency escalates, and a Local Emergency Relief Centres is no longer appropriate, a Tier 2/3 ERC will be activated.

SECTION 2

ROLES & RESPONSIBILITIES

2.1 ERC Team Structure

The Staffing structure of the ERC Teams is outlined as follows:



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**	• Located in the Municipal Emergency Coordination Centre (MECC) during the emergency situation • Immediately following an emergency, assist with the establishment of priorities and needs for the restoration of services to our community • Establish & co-ordinate Community Recovery Committee
MRM or Deputy MRM	**Operational**	• Located in the Municipal Emergency Coordination Centre (MECC) during the emergency situation • Provide support and guidance to the ERC Manager • Fully delegated powers to deploy and manage Council's resources during recovery • Co-ordination of Municipal and Community resources • Liaison with relevant agencies • Establish & co-ordinate ERC's (during the incident) and establish & co-ordinate Recovery Centres (after the incident).
ERCOS	**Emergency Relief Centre Operations Support**	• To support the function of the Municipal Recovery Manager – Operational • Liaise and provide support to the ERC Team through the MECC • Rostering of ERC staff • Logging of requests • Communication of requests to MECC • Maintenance of centre log
LGA Staff		**Based at ERC**
ERCM	**Emergency Relief Centre Manager**	• Has skill set to make decisions and prioritise tasks without direction • Overall management and control of centre • Authority of Approval of agencies to operate in centre • Control and sign off on communication from centre • Information/data collection • Conduct daily briefings for agencies/staff • Authorisation of expenditure • Oversee & control of overall setup of centre/ location of agencies • Overseeing relief team • Debriefing relief team on site
VOLS	**Venue Operations & Logistics Supervisor**	• Under direction of ERC Manager • Overall responsibility for logistics and operation of centre • Cleaning • Catering • Furniture • Placement of signage/ info boards etc • Equipment – bedding, play equipment & areas, televisions etc • Direction of security staff • Supervision of traffic Management • Facilitate IT Oversee venue for OH&S and Risk Management issues
ERCS	**Emergency Relief Centre Support team** (4)	• Report to ERC Manager • Meet and greet at point of entry (minimum 2) • Marshalling and direction of evacuees within Centre – meals etc

Role		Function / Responsibilities include but are not limited to:
		• Assistance with information to residents • Co-ordination of sleeping arrangements • Child care support – play activities (if needed) (minimum 1) • Identification of individuals requiring personal support and referral to personal support agency • Keep centre orderly
ERCA	**Administration support officers** (2)	• Report to ERC Manager • Assistance with electronic registration NRIS • Logging of requests • Communication of requests to MECC • Maintenance of centre log • Update of data on use of centre– numbers of evacuees attending, registration of volunteers, sign in and out of staff etc • Collation of incoming information/ communications from MECC
CMLO	**Communications / Media Support**	• Under direction of ERC Manager • Communication with MECC/ICC • Preparation of daily briefings for sign off by ERC Manager • Management of media enquiries • Control and interaction with media wishing to enter/operate in centre • Daily update for centre – information boards, info sheets • Management of politicians visits • Situation update from ICC/MECC for public
ERCIT	**IT Support**	• Ensure IT infrastructure connected • Fix problems as they arise
ERCAM	**Animal Management**	• Organising caging/care of animals on site

Refer to Section 7 for detailed role statements

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
Support Agencies	
First Aid • St Johns Ambulance • Red Cross • Local GPs	• Basic first aid for attendees • Referral of high needs attendees to hospital through the Ambulance service
Emergency Accommodation • DHS	• Arranging emergency accommodation • Development of long term accommodation Plan • *The Salvation Army will provide emergency bedding for use in the ERC.*
Personal Support/ Psychosocial First Aid • DHS • Red Cross • Centrelink • Localised Community Health Providers	• Personal Support for affected attendees
Financial Hardship Grants • DHS • Centrelink	• Distribution of emergency hardship grants
Registration • Red Cross	• Registration of attendees Refer to Task 6.3
Catering • Red Cross • Lions Club (small scale)	• Catering for the ERC Refer to Task 6.9 and
Victoria Police	• Maintenance of public order • Management of unaccompanied children Refer to Task 6.12
Emergency Material Aid Items • Salvation Army	• Distribution of basic clothing • Distribution of basic toiletries Refer to Task 6.13
Vic SES	• Auditing the ERC

Contractors	
Security	• Under instruction from VOLS • Control exits and entrances, • Manage disruptive visitors, • Work with Traffic Management • Patrol site regularly and report to Operations Supervisor Refer Duty Statement 7.10
Cleaning / rubbish removal	• Cleaning of ERC • Waste removal from site Refer Duty Statement 7.11
Traffic Management	• Directing traffic & parking • Directional signage • Controlling ingress & egress of site Refer to Duty Statement 7.12
Event Equipment Hire	• Provide necessary equipment such as chairs, tables, fans to cater for total number of attendees Refer to Duty Statement 7.13
Catering	Requests for catering will be placed with the MERO and directed to either the Slavation Army or Red Corss or nominated local providers. Refer to Duty Statement 7.14

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	www.dhs.vic.gov.au
Red Cross	8327 7922 9411 5100 (After hours)	www.redcross.org.au
Centrelink	13 22 15	www.centrelink.com.au
Department of Primary Industries	13 61 86	www.dpi.vic.gov.au
Insurance Council of Australia	1300 728 228	www.insurancecouncil.com.au
Lifeline	13 11 14	www.lifeline.org.au
Kids Helpline	1300 551 800	ww.kidshelp.com.au
Parentline	13 22 89	www.parentline.vic.org.au
Telstra	1800 110 503	www.natural.disaster@team.telstra.com
Transport Accident Commission	1800 180 213	www.tac.vic.gov.au
Victorian Bushfire Information Line	1800 240 667	www.dse.vic.gov.au
Business Victoria	13 22 15	www.business.vic.gov.au
Victorian Farmers Federation	1300 882 833	www.vff.org.au
Veterans and Veterans Families Counselling Service	1800 011 046	www.dva.gov.au/health/vvcs
Wildlife Victoria	1300 94535	www.wildlifevictoria.org.au
Colac Area Health	5232 5100	www.swarh.com.au/cah
Otway Health and Community Services	5237 8500	www.swarh.com.au/otway

SECTION 3

STANDBY ARRANGEMENTS

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 Task 5.3 Organising Rosters)
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

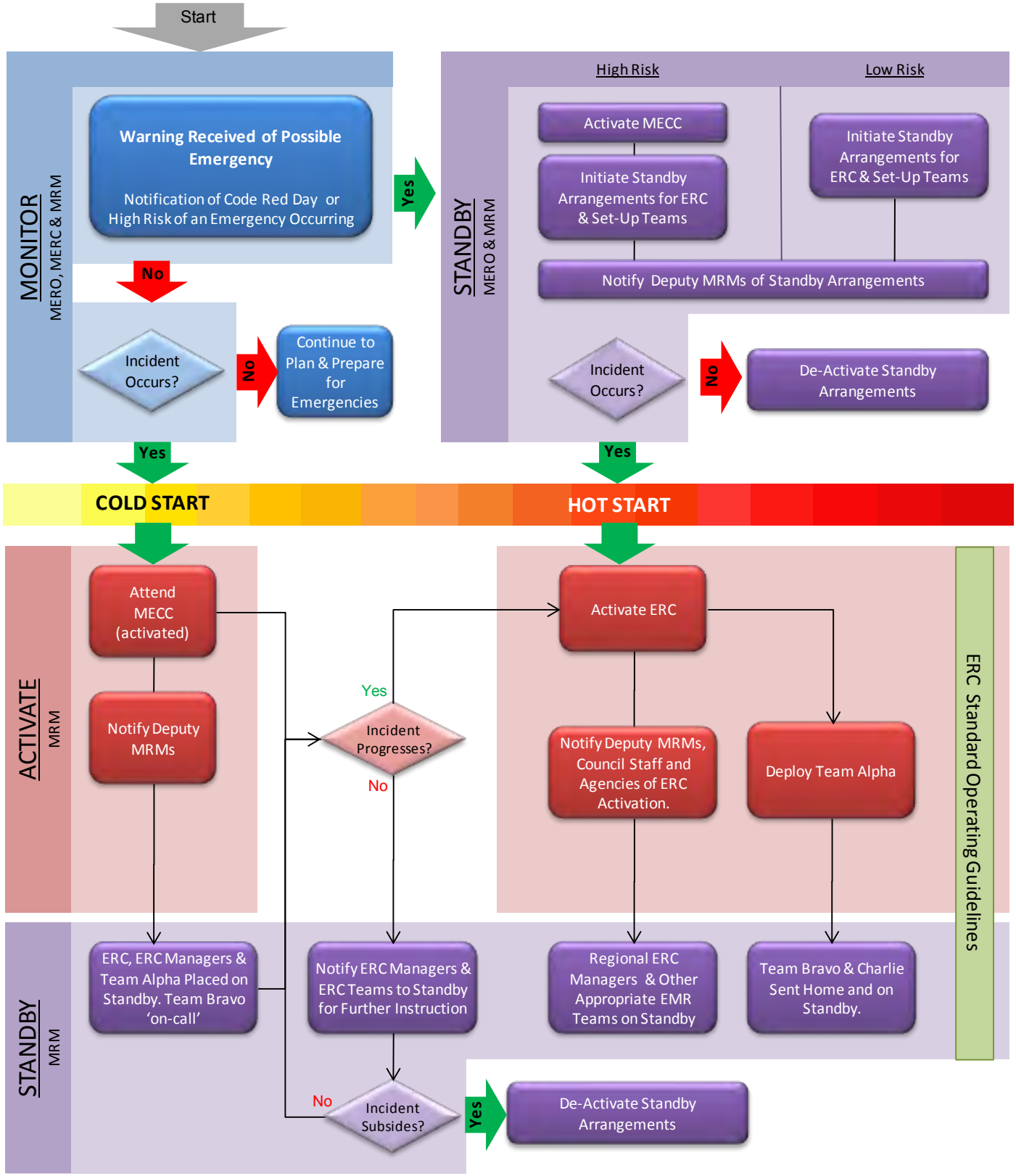
When standby arrangements are being implemented the MRM will notify the following:

- 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.

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

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).

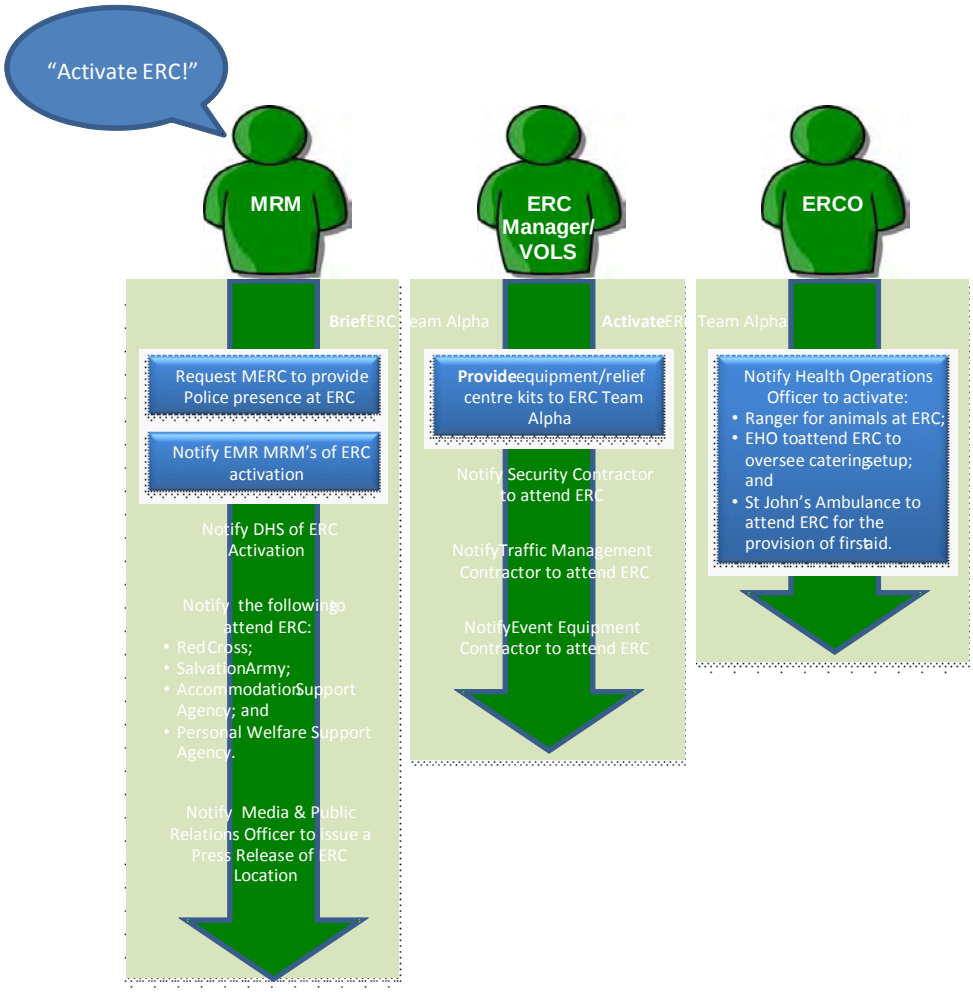
Refer to: Appendix A for the ERC Activation Protocol

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.



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

Key Achievements

- ❑ *Activate nominated ERC*
- ❑ *ERC Team Alpha activated in the MECC and directed to ERC*
- ❑ *Advise Deputy MRM's*
- ❑ *Activate required support agencies*
- ❑ *Activate required contract services*
- ❑ *SMEAC briefing developed by MRM*

SECTION 5

SET UP ERC

TASK

5.1 Setup ERC Responsible Officer : **VOLS**
Anticipated Time: **60 - 90minutes**

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

- ❑ *VOLS supervises Team Alpha to commission ERC*
- ❑ *All relevant equipment set up in line with specific facility plan.*
- ❑ *VOLS to advise MECC once completed*

TASK

5.2 Organise Rosters Responsible Officer : **ERCO**
Anticipated Time: **60 - 90minutes**

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 19:00	Off	Off	Off	Off	Off	Team Bravo	Team Bravo	Off	Off	Off

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
15:00 to 00:00	**Team Bravo**	**Team Bravo**	**Team Bravo**	**Team Bravo**	**Team Bravo**	Off	Off	Off	Off	Off
23:00 to 08:00	**Team Charlie**	**Team Charlie**	**Team Charlie**	**Team Charlie**	**Team Charlie**	Off	Off	Off	Off	Off
07:00 to 16:00	Off	Off	Off	Off	Off	**Team Delta**	**Team Delta**	**Team Delta**	**Team Delta**	**Team Delta**
15:00 to 23:00	Off	Off	Off	Off	Off	**Team Echo**	**Team Echo**	**Team Echo**	**Team Echo**	**Team Echo**
00:00 to 08:00	Off	Off	Off	Off	Off	**Team Foxtrot**	**Team Foxtrot**	**Team Foxtrot**	**Team Foxtrot**	**Team Foxtrot**

1 Hour Handover

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
14:00 to 23:30	**Team Bravo**	**Team Bravo**	**Team Bravo**	**Team Bravo**	**Team Bravo**	Off	Off	Off	Off	Off
22:00 to 07:30	**Team Charlie**	**Team Charlie**	**Team Charlie**	**Team Charlie**	**Team Charlie**	Off	Off	Off	Off	Off
06:00 to 15:30	Off	Off	Off	Off	Off	**Team Delta**	**Team Delta**	**Team Delta**	**Team Delta**	**Team Delta**
14:00 to 23:30	Off	Off	Off	Off	Off	**Team Echo**	**Team Echo**	**Team Echo**	**Team Echo**	**Team Echo**
22:00 to 07:30	Off	Off	Off	Off	Off	**Team Foxtrot**	**Team Foxtrot**	**Team Foxtrot**	**Team Foxtrot**	**Team Foxtrot**

1 Hour Handover

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	**Team Bravo**	**Team Bravo**	**Team Bravo**	**Team Bravo**	**Team Bravo**	Off	Off	Off	Off	Off
22:00 to 06:30	**Team Charlie**	**Team Charlie**	**Team Charlie**	**Team Charlie**	**Team Charlie**	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	Off	Off	Off	Off	Off	**Team Echo**	**Team Echo**	**Team Echo**	**Team Echo**	**Team Echo**
22:00 to 06:30	Off	Off	Off	Off	Off	**Team Foxtrot**	**Team Foxtrot**	**Team Foxtrot**	**Team Foxtrot**	**Team Foxtrot**

1 Hour Handover

1 Hour Handover

1 Hour Handover

1 Hour Handover

1 Hour Handover

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.*

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.*

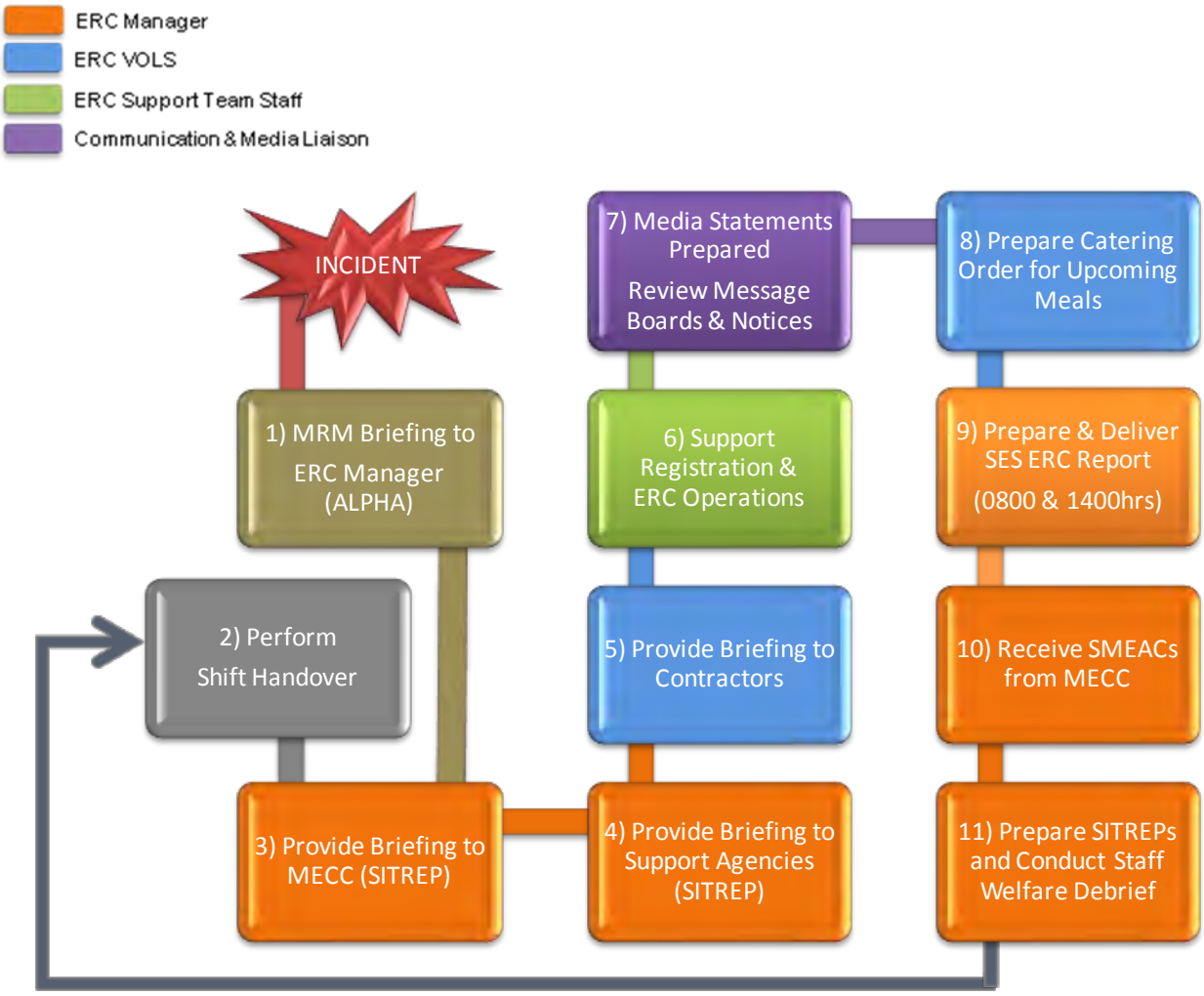
SECTION 6

MANAGE ERC

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;
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.

Key Achievements

- ❑ *ERC Manager emails SitRep & SES ERC Resource reports to MRM & ERCO in MECC*
- ❑ *Incoming and Outgoing shift ERC Managers to conduct briefing with MRM in MECC using SKYPE or telephone, raising any staff welfare issues at 0800 & 1600 hours daily*

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.

Key Achievements

- ❑ *Ensure all ERC Staff and Support Agency Staff sign in and out of the ERC*
- ❑ *Ensure ERC Visitors sign in and out of the centre and receive a visitors pass.*
- ❑ *ERC Administration Support Staff to type up written sign-in sheets once complete.*
- ❑ *A complete record is available of all staff working at an ERC at any given time.*

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 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)

- 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*

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 (Colour should be changed daily to ensure people do not come and go from one day to the next without re-registering)**	**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.*

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:

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.

Key Achievements

- ❑ *Team to be prepared for attendees' emotional state as they present at an ERC.*

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)

Key Achievements

- ❑ *ERC Manager to run regular briefing with Support Agency key contacts*
- ❑ *ERC Manager to complete a SitRep each shift and distribute to each Support Agency*

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 de-briefing 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).

Key Achievements

- ❑ *ERC Manager to prepare SMEACS and SitRep reports for incoming shift*
- ❑ *ERC Manager to conduct briefing with incoming shift*
- ❑ *ERC Manager to conduct Team Welfare de-brief*
- ❑ *ERC to ensure all reports are typed and saved electronically*

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.

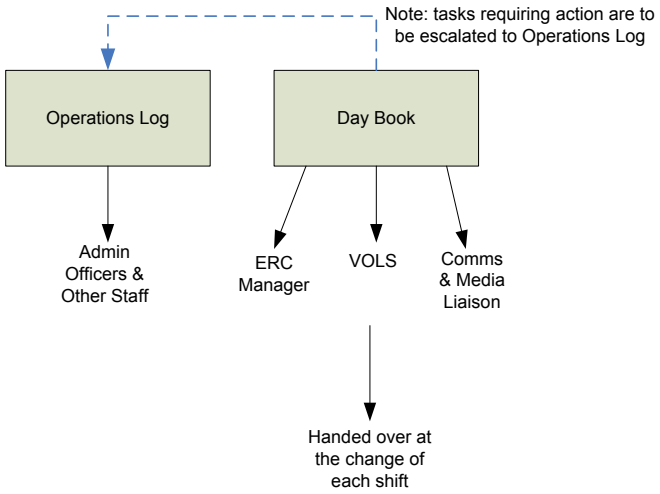
NOTE: Accuracy of recorded tasks is paramount as this information goes on public record.

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

- ❑ *All requests and actions are logged for appropriate follow up on Log Form or in Day Books*
- ❑ *Summary of actions required entered electronically*
- ❑ *ERC Manager or Deputy to sign off on completed actions*

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
First Call Agency		
Red Cross	(03) 8327 7922	24 hours 9411 5100 After hours
Second Call Agency		
Salvation Army		
1st contact Warwick Wilson warwick.wilson@aus.salvationarmy.org	0418 344 193	24 hours
2nd contact (only in event Warwick not answering) 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

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.

Key Achievements

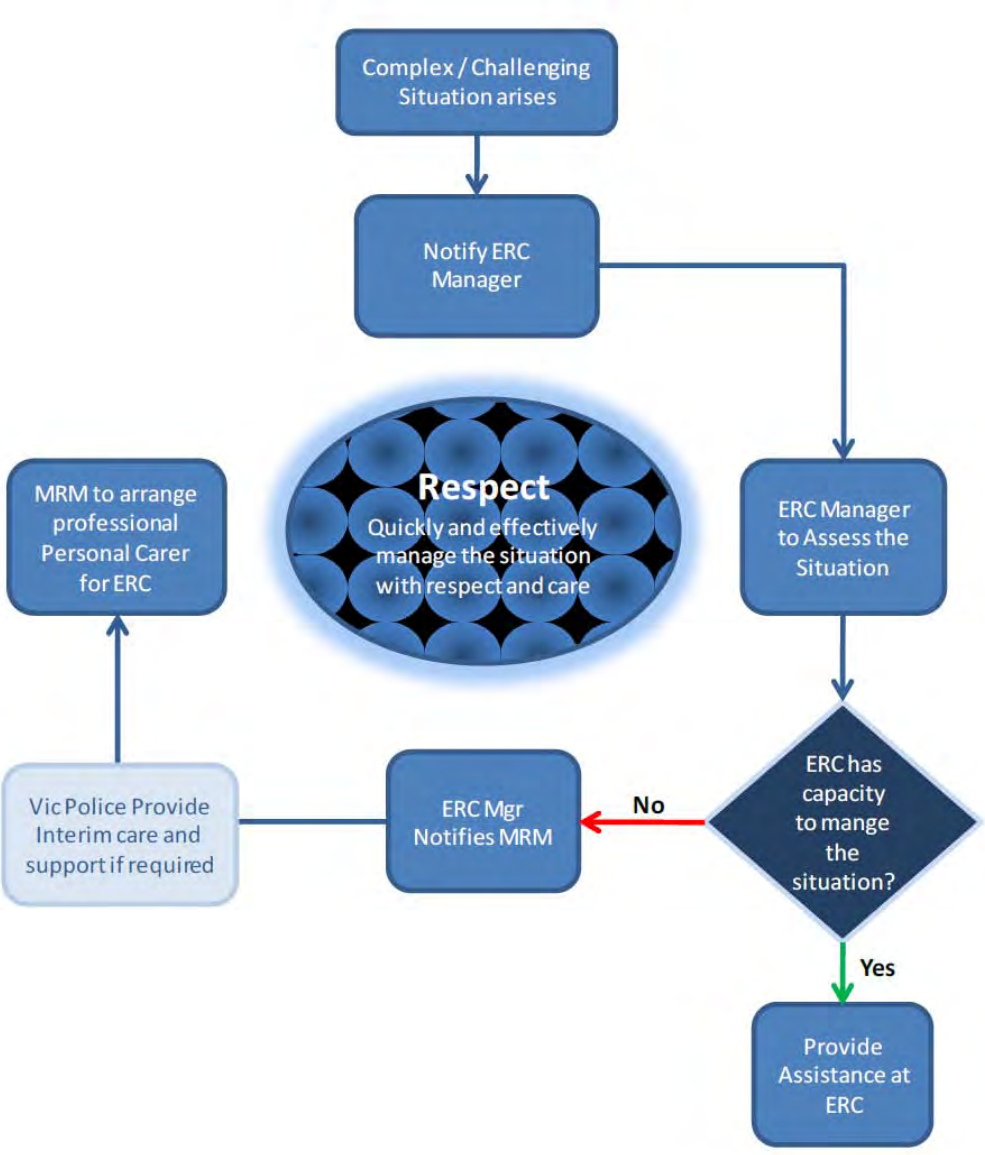
- ❑ *Notify Agency/Contractor of need for catering at ERC.*
- ❑ *Confirm numbers for upcoming meals and any special dietary considerations using Catering Order form.*
- ❑ *Ensure meal area is cleaned thoroughly after each meal.*

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.



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.*

TASK

6.11 Managing CALD Communities Supporting Responsible Officer : **ERC Manager & 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

- ❑ *Identify CALD groups and language needs during the registration process.*
- ❑ *Arrange for Interpreters or Community Leaders where required.*
- ❑ *An interpreter can be deployed to an ERC for larger groups.*

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.

Key Achievements

- ❑ *When an unaccompanied child presents at an ERC, the ERC Manager must be notified immediately.*
- ❑ *An ERC staff member with a 'Working With Children Check' becomes responsible for the supervision of the child.*
- ❑ *The child's next of kin is notified to attend the ERC.*
- ❑ *If the child's next of kin cannot be identified, the ERC Manager must then notify the MRM to escalate to the relevant authoritv.*

TASK

6.13 Offers of Material Aid &Volunteer Support

Responsible Officer : **ERC Manager & Supporting Team**

Anticipated Time: **Ongoing**

In an emergency, community goodwilll may result in a flood of material goods or volunteer offers of help. Evidence from the 2009 Victorian bushfires demonstrated that unsolicitored 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.*

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.*

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.*

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.

Key Achievements

- ❑ *Ensure all relevant information is made available to ERC attendees*
- ❑ *Ensure all information displayed in the ERC is up to date*

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.

Key Achievements

- ❑ CMLO to liaise with the Media and Communications Manager in the MECC
- ❑ Provide opportunities for guided tours of the ERC for high profile personalities

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

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.

Key Achievements

- ❑ *MRM, MERO, MERC and agencies at the MECC make decision to deactivate ERC*
- ❑ *ERC staff to inform all relevant individuals and organisations about the ERC deactivation*
- ❑ *ERC staff to ensure all attendees have found suitable accommodation*
- ❑ *ERC staff to organise cleaning of the ERC*
- ❑ *ERC Manager to close facility and return keys to supplier*

SECTION 7

DUTY STATEMENTS

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
Support Agencies	
Emergency Accommodation Agency	• 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. • Sites may include locations such as: o Motels o Churches o Public Housing o Billets at private residences
DHS	
	• Distribution of Emergency Hardship Grants • Community support and co-ordination of casualty management in an emergency • Co-ordination of recovery management in the areas of social, health and community environment, economic environment, natural environment and built environment
Centrelink	
	• Provides financial advice and counselling for attendees facing financial difficulties • 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. •
Red Cross	
	• Undertake NRIS Registration of attendees • Catering for attendees, ERC and Agency staff and emergency service personnel on site • Basic first aid • Personal Support •
VicPol – Victoria Police	
Maintenance of public order	• NRIS Registration until arrival of Red Cross • Assist with maintaining order of attendees and traffic flow at the ERC until security and traffic management arrangements are in place

Vic SES	
	• In conjunction with the Department of Human Services, establish a Liaison Officer at the ERC, subject to scale and complexity of emergency, who will: • Liaise between the ERC and on-site agencies • Monitor and Report on current status of ERC • Identify current and potential emerging situations • Offer advice to the ERC Manager • Provide regular SitRep reports to MECC
Contractors	
Security	• Under instruction from VOLS • Control exits and entrances • Manage disruptive visitors • Work with Traffic Management • Patrol site regularly and report to VOLS
Cleaning/rubbish removal	• Under instruction from VOLS • Undertake pre-determined cleaning of ERC site activities and areas on a regular basis • Provide additional waste removal receptacles around facility • Collect waste from the ERC facility and surrounds on a regular basis
Traffic Management	• Under instruction from VOLS • Direct traffic & parking • Directional signage • Control ingress & egress to site

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	*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:* • *Provide registration of attendees using the National Registration and Inquiry System (NRIS).* • *Work with ERC Staff to input registered attendees onto the electronic registration system.* • *Provide catering for the attendees of the ERC.* • *Sign in with ERC staff running the centre.*
Qualifications, Accredited Competencies, Insurances	• Victorian Police Check
Skills, Knowledge & Experience	• Experience working with diverse communities in an emergency situation. • An understanding of people's emotional state who have been displaced from their home.
Occupational Health and Safety	• Observe safe working procedures • Report any OH&S risk on site to the VOLS or the ERC Manager for immediate follow up.
Uniform	• It is preferable that Red Cross members attending the ERC are in uniform.
Line Relationships	Reports on site to: • ERC Manager Liaises on site with: • Other ERC Staff from Local Government Authority, cleaning contractors around catering areas.

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	*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:* • *Provide emergency bedding for attendees to sleep overnight in the ERC including mattresses, blankets and pillows.* • *Provide emergency material aid items for people presenting at the ERC such as a basic change of clothes and overnight toiletries.* • *Provide a small essential needs pack (ie. water, eye wash, toothbrush, toothpaste, deodorant, cup, cup of soup etc).* • *Provide a secondary support response to the Red Cross for catering, where there is capacity.* • *Provide vouchers for redemption at local shops or Salvos Stores for additional material goods as required.* • *Provide Pastoral Support at the ERC through Salvation Army Chaplains, which value adds to the delivery of the formalised Personal Support Staff.* • *Sign in with ERC staff running the ERC.* • *Maintain a roster of staff/volunteers working in the ERC at any given time.* • *Provide a key leadership position within the staffing structure to liaise with the ERC Manager and any other support agency staff.* • *Attend briefings and information update sessions with the ERC as convened by the ERC Manager.* • *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.* • *Attend briefings and information update sessions within the ERC as convened by the ERC Manager; and* • *Coordinate any communication required with the Local Council's MRM and ERC Manager on the needs of affected persons.* *It should be noted that these duties may vary slightly depending on the type of Emergency.*
Qualifications, Accredited Competencies, Insurances	• Preferable Victorian Police Check • Preferable Working with Children Check
Skills, Knowledge & Experience	• Experience working with diverse communities in an emergency situation. • An understanding of people's emotional state who have been displaced from their home.
Occupational Health and Safety	• Observe safe working procedures • Report any OH&S risk on site to the VOLS or the ERC Manager for immediate follow up.
Uniform	• It is preferable that Salvation Army members attending the ERC are in full uniform. • 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.

Line Relationships	Reports on site to: • ERC Manager Liaises on site with: • 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.

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	*To provide a visible police presence at the nominated ERC for the protection of attendees and vulnerable groups such as children and the elderly.*
Duties	*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:* • *Be based at a single point within the ERC (a table will be provided).* • *Regularly patrol the ERC and assess any safety/security risks.* • *Speak with ERC attendees.* • *Identify any individuals of interest within the ERC.* • *Monitor the safety of children and elderly at the ERC.* • *Report any issues to the MERC in the MECC of a Policing matter* • *Identify any resourcing issues on-site for the maintenance of public order.* • *Assist in the removal of any disruptive individuals from the ERC who compromise the safety of other persons.* • *Sign in with ERC Staff running the centre.* • *Assist with traffic management, if possible, until the arrival of traffic management contractor*
Qualifications, Accredited Competencies, Insurances	• Sworn operational members of the Victoria Police
Skills, Knowledge & Experience	• Experience working with diverse communities in an emergency situation. • An understanding of people's emotional state who have been displaced from their home.
Occupational Health and Safety	• Observe safe working procedures • Report any OH&S risk on site to the VOLS or the ERC Manager for immediate follow up.
Uniform	• It is preferable that officers attending the ERC are in full uniform.
Line Relationships	Reports on site to: • ERC Manager Liaises on site with: • Other ERC Staff from Local Government Authority, on-site Security contractors, Department of Human Services.

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	• Provide financial advice and counselling for attendees facing financial difficulties. • 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.
Qualifications, Accredited, Competencies, Insurances	• Victoria Police Check. • Working with Children Check.
Skills, knowledge & Experience	• Experience working with diverse communities in an emergency situation. • Understanding of people's emotional state who have been displaced from their homes or been severely impacted by emergency.
Occupational Health and Safety	• Observe safe working procedures. • Report any OH&S risks on site to the VOLS or the ERC Manager for immediate follow-up.
Uniform	• It is preferable that all Centrelink staff attending ERC have photo identification and identifying clothing such as polos.
Line Relationships	Reports on site to: • ERC Manager. Liaises on site with: • 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.

7.6 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	• To fulfil the requirements under the Emergency Management Manual Victoria (EMMV) regarding relief functions • To administer personal hardship grants • To commence assessment of those who may qualify for assistance at the major grant level.
Qualifications, Accredited, Competencies, Insurances	• Personal support training • Financial grants training
Skills, knowledge & Experience	• Experience with working with communities in an emergency situation • Taking care that all affected people are treated with respect, care and fairness.
Occupational Health and Safety	• Observe safe working practices • Report any OH&S issues to the ERC Manager • Ensure self and team mates observe proper break times • Take breaks away from affected community members
Uniform	• DHS staff are to wear uniform, photo ID and name tags
Line Relationships	• Reports to DHS team leader • DHS team leader reports to ERC Manager and MRM • Liaises with other agency staff and team leaders

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	• Provide in field medical treatment and transport of injured persons who require hospital care.
Qualifications, Accredited, Competencies, Insurances	• Ambulance Officer being an employee of Ambulance Victoria
Skills, knowledge & Experience	• Ambulance Officer provided by Ambulance Victoria
Occupational Health and Safety	• In accordance with Ambulance Victoria OH&S requirements
Uniform	• Ambulance Officer uniform
Line Relationships	• First aid coordinator, ERC manager

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	• Provide first aid treatment to injured persons including consumables used in medical treatment. • Provide a system administered by General Practitioners to process scripts for pharmaceuticals. • Support Primary Care personnel such as Ambulance Victoria while they are in attendance at the Emergency Relief Centre
Qualifications, Accredited, Competencies, Insurances	• Accredited Level First aid officer with Red Cross or St John Ambulance • General Practitioner
Skills, knowledge & Experience	• Experience working with diverse communities in an emergency situation. • Understanding of people's emotional state who have been displaced from their homes or been severely impacted by emergency.
Occupational Health and Safety	• Observe safe working procedures. • Report any OH&S risks on site to the VOLS or the ERC Manager for immediate follow-up.
Uniform	• Uniform provided by agency that clearly identifies their role • Red Cross have uniform • St Johns have uniform • GP's will require a tabard with DOCTOR on it.
Line Relationships	Reports on site to: • ERC Manager. Liaises on site with: • 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.

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	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: • Arrange for a match of ERC attendees with appropriate accommodation hosts or temporary accommodation sites which may include: o Motels; o Churches; o Public Housing; and/or o Billets at private residences. • Maintain a full record of placements. • Maintain a roster of key staff to attend ERC's in the event of an activation of an ERC. • 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. • Ensure that all Emergency Accommodation Agency staff are aware of their roles and responsibilities and reporting structure while at the ERC. • Co-ordinate with 'other' Emergency Accommodation Agencies to ensure adequate staff coverage within the ERC • Provide the necessary IT to staff at the ERC to deliver emergency accommodation services. • Ensure reasonable access to staff from other support services. • Liaise with Department of Human Services regarding the administrative, financial and operational requirements around the provision of emergency accommodation. • Attend briefings and information update sessions within the ERC as convened by the ERC Manager. • Co-ordinate any communication required with the Local Council's MRM and ERC Manager. • 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+].
Qualifications, Accredited, Competencies, Insurances	• Victoria Police Check. • Working with Children Check.
Skills, knowledge & Experience	• Experience working with diverse communities in an emergency situation. • Understanding of people's emotional state who have been displaced from their homes or been severely impacted by emergency.
Occupational Health and Safety	• Observe safe working procedures. • Report any OH&S risks on site to the VOLS or the ERC Manager for immediate follow-up.
Uniform	• It is preferable that all Emergency Accommodation Support Agency staff attending ERC's have photo identification and be appropriately identified.
Line Relationships	Reports on site to: • ERC Manager. Liaises on site with: • Other ERC staff and other support agencies such as DHS, Red Cross, Salvation

	Army and Victoria Police.

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	*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.*
Duties	• Patrol indoors and outdoors of the ERC • Seek guidance from VOLS regarding entry of media and other non authorised personnel and manage accordingly • Restrict entry of site to bona fide persons and support agencies (seek advice from VOLS)
Qualifications & Accredited Competencies	• Personal identification security card of all staff • Unarmed Security Guard or Crowd Controller of all staff • Victorian Police Check of all staff • Working with Children Check of all staff • Current Security Plastic Card Licence of contractor • Private Security Business Licence of contractor • Public Liability Insurance of contractor •
Skills, Knowledge & Experience	• Crowd Control • Experience working with diverse community backgrounds • An understanding of people's emotional state that have been displaced from their home.
Health and Safety Considerations	• Observe safe working procedures. • Report any OH&S risk on site to the VOLS or the ERC Manager for immediate follow up.
Uniform	• 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. • Black pants and a white shirt are not acceptable.
Line Relationships	Reports on site to: • VOLS • Liaises on-site with: Other ERC Staff from Local Government, Victoria Police, other on-site contractors

7.11 Cleaning & Waste Removal Contractors

The following 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	• To provide cleaning services at an ERC, to ensure the health and safety of people working in and attending the centre.
Duties	*The ERC requires continual cleaning and waste removal throughout its activation. Details are outlined as follows:* • *Provision of all bins, liners and the emptying thereof at regular intervals, particularly after meal times* • *Provision of waste removal from site through a suitable bulk receptacle or skip* • *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* • *Mirrors to be cleaned* • *Replenish toilet paper, hand towel and soap* • *Walls and doors to be spot cleaned* • *Any carpets to be vacuumed daily or more if required* • *Any floors hot mopped daily, including toilets, kitchen, showers, change rooms* • *Any spills to be cleaned in a timely fashion* • *Cleaning down tables and chairs after each meal period with "spray and wipe cleaner" (three times daily)* • *Surfaces wiped down daily* • *Clean all telephone handsets with disinfectant and deodorise* • *Sanitary bin replacement* • *Ad hoc cleaning as directed by VOLS*
Cleaning Chemicals	As a commercial cleaner, all chemicals used must have material safety data sheets. These are the broad areas of chemicals to be used: • *Hand soap, Floor cleaner, Glass cleaner, Toilet cleaner, Surface cleaner, General disinfectant*
Qualifications, Accredited Competencies, Insurances	• Police Checks of all personnel working in the ERC • Public Liability Insurance to the value of $20 million
Skills, Knowledge & Experience	• Experience working and cleaning in an active environment with high numbers of people
Occupational Health and Safety	• Observe safe working procedures. • Report any OH&S risk on site to the VOLS or the ERC Manager for immediate follow up.
Uniform	• Must be clearly identifiable as cleaning personnel and offer a visual presence. High visibility vests clearly marked "CLEANER" to be worn.
Line Relationships	Reports on site to : • VOLS Liaises with : • Other ERC Staff from Local Government Authority, Victoria Police, Department of Human Services, Centrelink, Red Cross other onsite contractors.

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	*To meet the needs of the nominated ERC's traffic management plan, through the setup of signage and resourcing traffic control points.*
Duties	*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.* • *Setup of all signage outlined in the Traffic Management Plan in the Facility Plan for the nominated ERC.* • *Implementation of any reduced speed zones in the Traffic Management Plan.* • *Resourcing nominated traffic control points with traffic controller(s)* • *Pack up Traffic Management Plan signage when the ERC is deactivated.*
Qualifications, Accredited Competencies, Insurances	• Public Liability Insurance to the value of $20 million (if a contractor) • Statement of Attainment in Traffic Control
Skills, Knowledge & Experience	• 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.
Occupational Health and Safety	• Observe safe working procedures. • Report any OH&S risk on site to the VOLS or the ERC Manager for immediate follow up.
Uniform	• Must wear appropriate high visibility safety clothing in accordance with working on roadways and road reserve.
Line Relationships	Reports on site to : • VOLS Liaises with : • Other ERC Staff from Local Government Authority, Victoria Police, On-site security contractor.

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	• The Event Equipment Contractor is required to set up the ERC to the requirements of the VOLS and the site set up plan.
Duties	*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.* • *Setup of all equipment as outlined in the Facility Plan for the nominated ERC.* • *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.* • *Resourcing of appropriate staff to ensure set up is carried out safely in a expeditious time frame.* • *Pack up all temporary event equipment once the ERC is deactivated.*
Qualifications, Accredited Competencies, Insurances	• Public Liability Insurance to the value of $20 million (if a contractor)
Skills, Knowledge & Experience	• 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.
Occupational Health and Safety	• Observe safe working procedures. • Report any OH&S risk on site to the VOLS or the ERC Manager for immediate follow up.
Uniform	• Must wear appropriate high visibility safety clothing in accordance with working on roadways and road reserve.
Line Relationships	Reports on site to : • VOLS Liaises with : • Other ERC Staff from Local Government Authority, support agencies using temporary equipment, on-site security contractor.

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	• To provide catering services at the nominated ERC, to supervise volunteers/employees in the provision of food and refreshments.
Duties	• *Preparation of food for displaced persons* • *Liaise with ERC Manager regarding resourcing required for catering* • *Supervising food handling practices, skills and knowledge of food handlers*
Qualifications, Accredited Competencies, Insurances	• *Nominated Food Safety Supervisor* • *Basic food handling for catering staff (Level 1 or internal company training)* • *Public Liability Insurance of contractor*
Skills, Knowledge & Experience	• *Food hygiene and safety* • *Ability to work in high stress environment*
Occupational Health and Safety	• *Observe safe working procedures* • *Report any OH&S risk on site to VOLS for immediate followup*
Uniform	• *Must be clearly identifiable as catering personnel (Personal Identification)* • *Appropriate attire for kitchen (non-slip enclosed footwear, apron or other protective outer-clothing)*
Line Relationships	• *Reports on site to VOLS* • *Liaises with other ERC staff, Local Government representatives and other on-site contractors/support agencies*

SECTION 8

APPENDICIES

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

B. Emergency Relief Centre Locations

Emergency Relief Centre	Township	Address
Tier 2 and 3 emergency events		
Blue Water Fitness	**Colac**	**Hearn Street, Colac**
Colac back up venue (If Blue Water Fitness is unavailable) Colac Turf Club	Colac	38 Colac-Lavers Hill Rd, Colac
Apollo Bay P-12 College	**Apollo Bay**	**20 Pengilley Avenue** **Apollo Bay**
Back up venue (If Apollo Bay P-12 College is unavailable) Apollo Bay Youth Club or Recreation Reserve	Apollo Bay	Youth Club 21 Moore Street Apollo Bay Recreation Reserve 70 Great Ocean Road Apollo Bay
Tier 1 emergency events (Local impact only)		
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

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	**1. Overall management and control of the ERC** • Oversee the setup and opening of the ERC • Responsible for day to day operation of the ERC • Authority to approve attendance of agencies to operate at the ERC; • Authority to direct setup and placement of agencies throughout the ERC • Authority to deny access to the ERC to individuals • Oversee the deactivation and closure of the ERC **2. Maintenance of safety of the ERC** • Facilitate risk management assessment of the ERC • Ensure health and safety of staff, residents, other agencies is maximised through adherence to OH&S guidelines • Ensure the primary health needs of attendees are being monitored and liaise with MRM to ensure appropriate service response **3. Manage information flow to/from and within ERC** • Responsible for sign off of all external communication from ERC • Supervise the maintenance of up to date information boards for ERC • Liaise with MRM daily, or as required, to identify issues of concern and update on activities of ERC • Liaise with Communications & 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. • Conduct daily briefings for agencies within ERC **4. Maintenance of and supply of equipment and essential provisions** • Oversee the equipment needs within the ERC to ensure adequate standard • Work with VOLS to ensure adequate supplies of essential items within ERC • Liaise with MECC regarding equipment and supplies and arrange purchase of supplies locally if required **5. Management and supervision of ERC staff** • Supervise the activities of the ERC team, including staff from other areas eg. Animal Management, Public Health • Supervise the wellbeing of staff to ensure regular breaks, personal support, debriefing • Undertake briefings of staff as they commence shifts at the ERC and debrief at the end of shift • Oversee all staff to ensure all are dressed in appropriate clothing and identification tabards during shifts at ERC

	6. Information / data collection • Oversee record keeping to ensure all communication and activity is captured and documented correctly • Liaise with Red Cross to facilitate registration of attendees • Facilitate completion by agencies and sign off on daily sit rep report from ERC daily • Liaise with MRM at MECC regularly **7. Responding to special needs groups within ERC** • Facilitate appropriate response to special needs within ERC – CALD, people with disabilities, children, frail aged
Qualifications & Accredited Competencies	• Participation in Induction, Annual training and exercises for ERC teams • Participation in SES Introduction to Emergency Management
Skills, Knowledge & Experience	**JUDGEMENT AND DECISION MAKING** • 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 • Ability to manage multiple priorities and tasks simultaneously • Ability to provide information to the MRM, agencies attending the ERC, staff and affected persons attending the ERC in a timely and appropriate manner • Demonstrated ability to be flexible and responsive to meet the needs of the staff, agencies and affected residents at the ERC. • Ability to adapt to change, negotiate compromise and tolerate ambiguity **SPECIALIST SKILLS AND KNOWLEDGE** • Well developed event management skills and a demonstrated ability to manage in a complex, highly stressful environment • High level skills in successful management and facilitation with a variety of groups and organisations including individual community members. • High level of resource management skills particularly with respect to managing and coordinating a staff team within a flexible and constantly changing work environment. • Competency in use of computer resources to support work team **MANAGEMENT SKILLS** • Ability to provide strong leadership, effective communications and appropriate resources to a team of professional service providers. • High level of written and verbal communication skills and a high level of negotiation skills and the ability to resolve problems innovatively. • 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. • Ability to organise work activities, delegate work and directly supervise a diverse work unity, including possible volunteers and employees • Ability to respond quickly and flexibly to unexpected issues and queries **INTERPERSONAL SKILLS** • Highly developed interpersonal skills evidenced by an ability to maintain effective relationships with other agencies, media, visiting politicians, the community, management and staff. • Well developed skills in written and verbal communication • Effective listening skills • Ability to analyse and resolve problems relating to the operation of the ERC with internal and external stakeholders. • Commitment to high levels of customer service.

	• Commitment to working a team environment. • Proven ability to successfully collaborate cross-organisationally. • Proven ability to deal with people from a wide range of cultural backgrounds
Health and Safety Considerations	Ability to work in a dynamic and robust work environment, necessitating shift work and out of hours and overnight shifts
Line Relationships	**Reports To:** • MRM **Liaises with and oversees within the ERC**: • VOLS • ERC Support Team – Administration, ERC Support, • Staff from other Sub Plans providing support, including: o Local Laws o Public Health o IT o Public Relations **Supervises:** • Contractors providing services to support the operation of the ERC, including: o Security firms o Traffic Management firms o Catering o Cleaning • Staff from support agencies located within the ERC, including: o Centrelink o Department of Human Services o Personal Support & Counselling agencies o Red Cross o Salvation Army o SES o Victoria Police o St Johns Ambulance **Internal Relationships** • MECC ERC Support team • MECC Resources Co-ordinator **External Relationships:** • Residents, visitors to area, workers attending ERC • Media representatives • Politicians visiting venue

Venue Operations and Logistics Supervisor (VOLS)

Overview	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. 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.

Duties	**1. Logistics and operation of the ERC**
	• Under the direction of the ERC Manager facilitate the setup and opening of the ERC
	• Provide for the day to day operation of the ERC
	• Co-ordinate the movement and setup of agencies within the ERC;
	• Co-ordinate the operational functions of cleaning, rubbish removal to ensure a high standard of cleanliness is maintained throughout the ERC
	• Under the direction of the ERC Manager facilitate the deactivation and closure of the ERC
	2. Maintenance of safety of the ERC
	• Implement any actions required to ensure a safe environment responding to the issues identified by the risk management assessment of the ERC
	• Ensure health and safety of staff, residents and other agencies is maximised through adherence to OH&S guidelines
	• Supervise the access and egress to the facility by vehicles through implementation of the Facility Traffic Management Plan
	• Oversee the placement of directional and facility signage throughout the ERC to ensure use of the facility is clearly identifiable
	3. Maintenance of and supply of equipment and essential provisions
	• Manage the equipment needs within the ERC to ensure adequate standard of equipment is used
	• Oversee the supply of essential provisions to ensure adequate supplies of essential items within ERC
	• Liaise with the MECC regarding equipment and supplies and arrange purchase of supplies locally, if required
	4. Management and supervision of contractors
	• Supervise the activities of contractors undertaking the following actions:
	• Security
	• Traffic management
	• Catering
	• Cleaning and rubbish removal
	• Oversee the activities of staff providing the following services within the ERC:
	  • Animal Management
	  • Public Health
	  • IT
	• Supervise the wellbeing of staff and contractors to ensure regular breaks, personal support, debriefing
	• Participate in daily briefings of staff as they commence shifts at the ERC and debrief at the end of shift
	• Supervise the provision of appropriate clothing and identification tabards to ensure all staff are dressed appropriately and identified appropriately during shifts at ERC

	5. Responding to special needs groups within ERC 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
Qualifications & Accredited Competencies	• Participation in Induction, annual training and exercises for ERC teams • Participation in SES Introduction to Emergency Management
Skills, Knowledge & Experience	**JUDGEMENT AND DECISION MAKING** • 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 • Ability to manage multiple priorities and tasks simultaneously • Ability to provide information to the ERC Manager, in a timely and appropriate manner • Demonstrated ability to be flexible and responsive to meet the needs of the staff, agencies and affected residents at the ERC • Ability to adapt to change, negotiate compromise and tolerate ambiguity **SPECIALIST SKILLS AND KNOWLEDGE** • Well developed facility management skills and a demonstrated ability to manage in a complex, highly stressful environment • Well developed capacity to manage resources, particularly with respect to managing a facility within a flexible and constantly changing environment. • Competency in use of computer resources to support staff and contractors **MANAGEMENT SKILLS** • Ability to provide strong leadership, effective communications and appropriate resources within a team of professional service providers. • Good verbal communication skills and a high level of negotiation skills and the ability to resolve problems innovatively. • Ability to organise work activities, delegate work and directly supervise a diverse work unit, including possible employees, volunteers and contractors • Ability to respond quickly and flexibly to unexpected issues and queries **INTERPERSONAL SKILLS** • Highly developed interpersonal skills evidenced by an ability to maintain effective relationships with other agencies, the community, management and staff. • Well developed skills in written and verbal communication • Effective listening skills • Ability to analyse and resolve problems relating to the operation of the ERC with internal and external stakeholders • Commitment to high levels of customer service • Commitment to working in a team environment • Proven ability to successfully collaborate cross-organisationally • Ability to deal with people from a wide range of cultural backgrounds
Health and Safety Considerations	• Ability to work in a dynamic and robust work environment, necessitating shift work and out of hours and overnight shifts • Ability to lift, move furniture and equipment
Line Relationships	**Reports To:** • ERC Manager **Supervises:**

	Staff from other Sub plans providing support, including: • Local Laws • Public Health • IT • Public Relations Contractors providing services to support the operation of the ERC, including: • Security firms • Traffic Management firms • Catering • Cleaning **Liaises with :** Staff from support agencies located within the ERC, including: • Centrelink • Department of Human Services • Personal Support & Counselling agencies • Red Cross • The Salvation Army • SES • Victoria Police • St John's Ambulance **Internal Relationships:** • MECC ERC Support team • MECC Resources Co-ordinator **External Relationships:** Residents, visitors to area, workers attending ERC

Emergency Relief Centre Support Officer

Overview	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. 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.
Duties	**1 Daily operations of the ERC** • Undertake tasks as directed to support the operation of the ERC. These will include, but not be limited to: o Meet and greet attendees o Marshalling and directing attendees within ERC o Overseeing sleeping arrangements o Assisting with care of particular groups – children, older people, people with special needs **2 Interaction and information provision to attendees of the ERC** • Meet and greet attendees as they arrive at the ERC • Provide information to attendees at the ERC, as directed by the ERC Manager **3. Maintenance of safety of the ERC** • Maintain the orderly setup of the ERC • Report risks and hazards to the ERC Manager • Communicate with attendees to identify their primary health and report any needs to the ERC Manager for appropriate service response **4. Assist in the information flow within ERC** • Assist in the maintenance of up to date information boards for ERC • Liaise with ERC Manager frequently to identify issues of concern and update on activities of ERC **5. Information / data collection** • Undertake record keeping as directed • Assist Red Cross to facilitate registration of attendees if required **6. Responding to special needs groups within ERC** • Facilitate appropriate response to special needs within ERC – CALD, people with disabilities, children, frail aged
Qualifications & Accredited Competencies	• Participation in induction, annual training and exercises for ERC teams

Skills, Knowledge & Experience	**1. Judgement and Decision making** • 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 • Ability to manage multiple priorities and tasks simultaneously • 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 • Demonstrated ability to be flexible and responsive • Ability to adapt to change, negotiate compromise and tolerate ambiguity **2. Specialist skills and knowledge** • Demonstrated ability to manage in a complex, highly stressful environment • Skills in successful management and facilitation with a variety of groups and organisations, including individual community members. • Competency in use of computer resources to support work team **3. Management Skills** • Ability to effectively communicate and identify appropriate resources required within a team of professional service providers. • Good written and verbal communication skills and ability to verbally negotiate and resolve problems innovatively. • Ability to provide appropriate service delivery consistent with corporate objectives and the service expectation of customers, as appropriate. • Ability to organise work activities, and work efficiently in a diverse work unit, including possible volunteers and employees • Ability to respond quickly and flexibly to unexpected issues and queries **4. Interpersonal Skills** • Good interpersonal skills evidenced by an ability to maintain effective relationships with other team members, other agencies, visiting politicians, the community, management and staff. • Well developed skills in written and verbal communication • Effective listening skills • Commitment to high levels of customer service. • Commitment to working in a team environment. • Proven ability to successfully collaborate cross-organisationally. • Proven ability to deal with people from a wide range of cultural backgrounds
Health and Safety Considerations	Ability to work in a dynamic and robust work environment, necessitating shift work and out of hours and overnight shifts
Line Relationships	**Reports To:** • ERC Manager (Controller) **Liaises with** Staff from support agencies located within the ERC, including: • Centrelink • Department of Human Services • Personal Support & Counselling agencies • Red Cross • The Salvation Army • SES • Victoria Police • St John's Ambulance • Contractors providing services to support the operation of the ERC, including: o Security firms o Traffic Management firms o Catering o Cleaning **Internal Relationships** • MECC ERC Support team • MRM **External Relationships:** • Residents, visitors to area, workers attending ERC • Politicians visiting venue

Emergency Relief Centre Administration Support Officer

Overview	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. 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.
Duties	**Responding to needs of staff / attendees in the ERC** • Log requests of staff or attendees in ERC • Communicate requests of ERC back to MECC • Answer incoming telephone calls to the ERC • Perform typing duties as required **Information / data collection** • Maintain ERC log • Update ERC attendance data for evacuees, volunteers, staff etc • Assist Red Cross to facilitate registration of attendees if required • Collate information for development of reports **Assist in the information flow within the ERC** • Collate incoming information/communications from MECC
Qualifications & Accredited Competencies	• Participation in induction, annual training and exercises for ERC teams
Skills, Knowledge & Experience	**JUDGEMENT AND DECISION MAKING** • Ability to manage multiple priorities and tasks simultaneously • Ability to demonstrate initiative and work with minimal supervision • 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 • Demonstrated ability to be flexible and responsive • Ability to adapt to change, negotiate compromise and tolerate ambiguity **SPECIALIST SKILLS AND KNOWLEDGE** • Demonstrated ability to manage in a complex, highly stressful environment • Competency in use of computer resources to support work team **MANAGEMENT SKILLS** • Ability to provide appropriate service delivery consistent with corporate objectives and the service expectation of customers, as appropriate. • Ability to organise work activities, and work efficiently in a diverse work unit, including possible volunteers and employees • Ability to respond quickly and flexibly to unexpected issues and queries **INTERPERSONAL SKILLS** • Good interpersonal skills evidenced by an ability to maintain effective relationships with other team members, other agencies, the community, management and staff. • Well developed skills in written and verbal communication • Effective listening skills • Commitment to working a team environment • Proven ability to successfully collaborate cross-organisationally • Proven ability to deal with people from a wide range of cultural backgrounds

	•
Health and Safety Considerations	Ability to work in a dynamic and robust work environment, necessitating shift work and out of hours and overnight shifts
Line Relationships	**Reports To:** • ERC Manager (Controller) **Liaises with** Staff from support agencies located within the ERC, including: • Centrelink • Department of Human Services • Personal Support & Counselling agencies • Red Cross • The Salvation Army • SES • Victoria Police • St John's Ambulance • Contractors providing services to support the operation of the ERC, including: o Security firms o Traffic Management firms o Catering o Cleaning **Internal Relationships** • MECC ERC Support team • MRM **External Relationships:** • Residents, visitors to area, workers attending ERC • Politicians visiting venue

D. SMEACS Template & Sample Template

Refer to: Task 6.7 ERC Shift Handover

Emergency Relief Centre- SMEACS Briefing Template

Incident Name:	**Date:**	**Time:** AM / PM
Current Weather Forecast **Temp:**	**Fire Danger Index** Code Red Extreme Severe Very High High Low-moderate	
Briefing Officer Name:		

Where ever, possible use dot points to summarise

Situation	
Mission	
Execution	
Administration	
Communications	
Safety	
Questions	

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.

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 Temp: 35 oC	**Fire Danger Index** **Code Red** **Extreme** **Severe** **Very High** **High** **Low-moderate**	
Briefing Officer Name: ERC Manager _____		

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**

E. SIT REP Template

Refer to: Task 6.6 Liaison with Support Agencies & Task 7 ERC Shift Handover

SitRep Prepared for (please tick)	Location	Contact Details
❑ **Emergency Relief Centre**	**Location**	**Phone:** **Fax:** **Email:**
❑ **Municipal Emergency Coordination Centre**	**Location**	**Phone:** **Fax:** **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

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:

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 attaending 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.

G. ERC Kits - Checklist

Relief Centre Kit 'A' Contents

ADMINISTRATIVE SUPPLIES	
Relief Centre Resource Folder Relief Centre Activation Booklet Relief Centre Coordination Booklet Relief Information Folder Municipal Emergency Management Plan Municipal Emergency Job Request/Memo Pad Blue Tac Bulldog Clips Cello tape dispenser Cello tape role Clear Name Tags (6) Clipboard (6) Document Tray Highlighter Pens (2) Masking Tape Pens (2 x red) Pens (4 x Blue or Black) Post It Note Pad Scissors Stapler Staples Sticky Labels Whiteboard eraser x 1 Whiteboard markers x 3 Writing Pads (2) **Miscellaneous** Tabards – 1 Team Leader Tabards – 3 other team members **Battery box contains batteries for Megaphone, radio, clock, torch & spares** **Clock** 1 "AA" size batteries for clock 2 spare "AA" size batteries for clock **Torch** Batteries "D" size x 4 4 spare "D" size batteries for torch Cassette Radio & Lead Radio stations listed on radio Batteries "C" size x4 4 spare "C" size batteries or radio 6 x "C" size batteries for megaphone 6 x spare "C" size batteries for megaphone **ALL BATTERIES REPLACED** 11/09 check 2012	Powerboard Extension cord Shire signs laminated Staff Only (3) Toilet (2) Entry (1) Enquiries (1) Register Here (1) Agency signs (6) WSC magnetic car door signs (2) Authorised Personnel Only (4) First Aid Room (4) Waiting Area: Please Take a Seat (4) Red Cross: Registrations (4) Red Cross: Enquiries (2) Red Cross: ReCom (2) Police (1) Please Keep Clear: Thank you (4) Relief Centre: Please Entre Through Other Door (2) Relief Centre Entrance: Please Leave Animals Outside (2) Relief Centre Entrance (2) Relief Centre Parking (4) Children's Activities (2) Due to an emergency the activity planned in this facility has been cancelled/relocated (4) Wristbands Digital camera Situation Report **Operations Folder with Forms** Team Leader Operations Log & other info. Sign in & out Register Message WSC Registration Form Reporting to the MECC Form Kit C – List of Contents Equipment Supplier List Red Cross Registration Forms Volunteer Register

Relief Centre Kit 'B' Contents

TEAM SUPPLIES	
Miscellaneous ❑ Bum bags x 4 ❑ Chux Wipes ❑ Hats x4 ❑ Cups (pkt) ❑ Deodorant pump pack ❑ Disinfectant ❑ Disposable gloves ❑ First Aid Kit ❑ Gaffer tape x1 ❑ Insect Repellent ❑ Water bottles x 4 (fill at centre) ❑ Sunscreen ❑ Panadol (Use by March 2011) for staff use only ❑ Plastic spoons ❑ Rope ❑ Rubber gloves x 2 pairs ❑ Sanitary pads ❑ Tampons ❑ Tissues ❑ Toilet paper (2) ❑ Toothbrushes x 4 ❑ Toothpaste ❑ Soap x 2 ❑ Rubbish bags	**Food Supplies** ❑ Barley Sugar (Use by: 22/9/20010) ❑ Dry biscuits (Use by: 3/3/2010) ❑ Fruit/Nut mix (Use by: 2/04/2010) ❑ Lolly Mix (Use by: 25/10/2010) ❑ Muesli Bars (Use by: 11/05/2010) ❑ Cup a Soup (Use by: 21/8/2010) ❑ Coffee (Use by: 26/8/2010) ❑ Teabags (Use by: 8/9/2011) ❑ Long Life Milk (Use by: 3/03/2010) ❑ Sugar

Relief Centre Kit 'C' Contents

Emergency Recovery/Relief Centre CAR KIT	
Administration Supplies ❑ 2 Red Pens ❑ 2 Blue Pens ❑ 2 Highlighter Pens ❑ Clipboard ❑ 1 x Post It Notes ❑ Stapler & Staples ❑ Cellotape in Dispenser ❑ Spare Roll of Cellotape ❑ Blue Tac ❑ 1 x ream A4 Paper ❑ Sticky Labels ❑ Scissors ❑ 2 x Bulldog Clip ❑ 1 x Marker ❑ Spirex Pad ❑ Phone Message Pad ❑ 2 x Writing Pads	**Miscellaneous** ❑ Torch & Batteries ❑ Basic First Aid Kit ❑ Garbage Bags ❑ Disposable Gloves ❑ Roll on Insect Repellant ❑ Tea/Coffee/Sugar ❑ Polystyrene Cups ❑ Plastic Spoons ❑ Tissues ❑ Paper Towel ❑ 2 x Toilet Paper & 2 x Soap ❑ Multi Purpose Wipes **Communication Equipment** ❑ Power board ❑ Radio ❑ 4 x "D" Batteries ❑ Double Adaptor ❑ Extension Cord **Manuals / Info Sheets** ❑ Melways Ed. 33 ❑ Local Phone Book ❑ Community Development Recovery Team Booklet

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.

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.

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?**

I. 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 (eg ERC,home)

Office use only: Entered electronically signed name: **Page _____ of _____**

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.

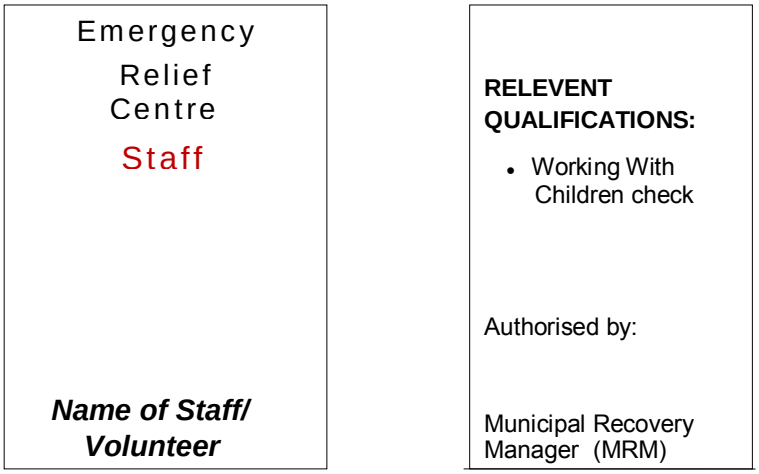
Location: Responsible officer to be located at the ERC.

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

J. ERC Staff Photo Identification

Refer Task 6.2 Sign In Requirements



FRONT **BACK**

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 For reasons of clarify, correct spelling of the FAMILY NAME is critical. Please repeat the spelling of the FAMILY NAME back to the person being registered Family groups must have SAME FAMILY NAME, SAME USUAL ADDRESS and SAME INTENDED ADDRESS to be registered on same form. 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 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 **Y** for Yes. Those sent to hospital will be registered at the hospital
11	**Deceased**	Police Only Function Yes or No 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 **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" Deceased – Police will sign 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". 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
	Distribution to State Inquiry Centre	
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 Is your writing clear?
	REFER ANY QUERIES TO SUPERVISOR OR TEAM LEADER	

L. Overnight Accommodation

Refer Task 6.4 Issuing Wrist Bands

STAYING AT EMERGENCY RELIEF CENTRE (ERC)
BUT NOT SLEEPING OVERNIGHT

Colour Wrist Band… **RED**

No	Name	Child Y / N	Registered Red Cross Y / N	Wrist Band 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.				

STAYING AT EMERGENCY RELIEF CENTRE (ERC)
BUT SLEEPING OUTSIDE IN OWN TENT / CARAVAN / CAR

Colour Wrist Band… GREEN

No	Name	Child Y / N	Registered Red Cross Y / N	Wrist Band 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.				

STAYING AT EMERGENCY RELIEF CENTRE (ERC)
FAMILY ATTENDEE STAYING OVERNIGHT IN THE EMERGENCY RELIEF CENTRE (ERC)

Colour Wrist Band…PURPLE

No	Name	Child Y / N	Registered Red Cross Y / N	Wrist Band 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.				

STAYING AT EMERGENCY RELIEF CENTRE (ERC)
SINGLE FEMALE STAYING OVERNIGHT IN THE EMERGENCY RELIEF CENTRE (ERC)

Colour Wrist Band… **PINK**

No	Name	Child Y/N	Registered Red Cross Y/N	Wrist Band 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.				

STAYING AT EMERGENCY RELIEF CENTRE (ERC)
SINGLE MALE STAYING OVERNIGHT IN THE EMERGENCY RELIEF CENTRE (ERC)

Colour Wrist Band… **BLUE**

No	Name	Child Y / N	Registered Red Cross Y / N	Wrist Band 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.				

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 Y/N	Registered Red Cross Y/N	Wrist Band 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.				

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**

N. Media Release Template

Refer Task 6.15 Media Management

Colac Otway SHIRE	MEDIA RELEASE

<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>

O. Operations Log

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			

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 St Johns Ambulance General Practitioners/Nurses	Ambulance Victoria 000	Ambulance Victoria 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 .

- First alders 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 & Otoscope
- Mobile Phone with Next G card
- Morphine or pain relief (this may be minimal)

Q. Volunteer Offer of Support Registration Form

Refer Task 6.13 Volunteer Support

Emergency Management Recovery

Offer of Support Registration Form

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	❑ email ❑ phone		
Address			
Suburb		Postcode	
Offer of Help (tick)	❑ accommodation ❑ catering ❑ material aid ❑ transport ❑ labour ❑ corporate financial donation for recovery activities ❑ other _____		
Specific Details			
Office Use Only	❑ offer contacted	Date	
	Outcome of offer	❑ accepted	❑ not required

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.

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.

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.

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.

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? Does it have a security system? 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) Can you drive to an access door?	✓		The kitchen is very small and low quality. Meals will need to be prepared off site.
Is the building looked after?	✓		The building is well maintained
Is the building clean? Is it likely to require cleaning before use?	✓		Cleaning contract
Toilets – Male/Female – How many? What condition are they in?	✓		Pool Deck – 3 Female, 1 Disability, 2 male 1 urinal Stadium – 3 Female, 2 male & 8 urinals
Is there a disabled toilet?	✓		At pool deck with shower
Showers – male/female - How many? What condition are they in?	✓		Pool Deck – 3 female, 3 male Stadium – 3 female, 3 male
Hot water service – does it have one? What capacity is it? What facilities does the HWS supply? Kitchen Washbasin Showers	✓		Ample
Are their heating or cooling systems? Do they work? How much of the building is heated/cooled by them? 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? Give an estimate of their size? What are they used for? Which ones are lockable?	✓		Stadium 3 Rooms
Does the kitchen have – Refrigerator Stove(s) Microwave Dishwasher Other	 ✓ ✓ ✓	 ✓	 2 1 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? Stored where?	✓		100 chairs 16 tables
Does it have an established & working office? Would it be made available for our use during an emergency? 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? How well spread are they?	✓		Minor hall 8 Red cross room – 3 cables
Does it have a phone line? 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?		✓	No external toilets

What condition are they in?			
Is there a play ground or area for children?	✓		Crèche
How many Rubbish bins are there?			
Describe the parking arrangements. 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? (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 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 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 30 KVA (Geelong)	Riordan Colac Hire	Riordan Colac Hire 101 Wallace Street, Colac 5232 1177 0429 891 516
External lighting	As required	Riordan Colac Hire	As above
Marquee for preparing meals	Marquee 6 Meter by 15 Meter in Colac Larger marquee's Geelong	Colac Party Hire	215 Murray Street, Colac Ph: (03) 52312049 Mob: 0408 321 345 letsparty@colacpartyhire.com.au
Cool room for storing food	1 Cool Room 9 by 6 foot	Colac Party Hire	As above

S. 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.

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.

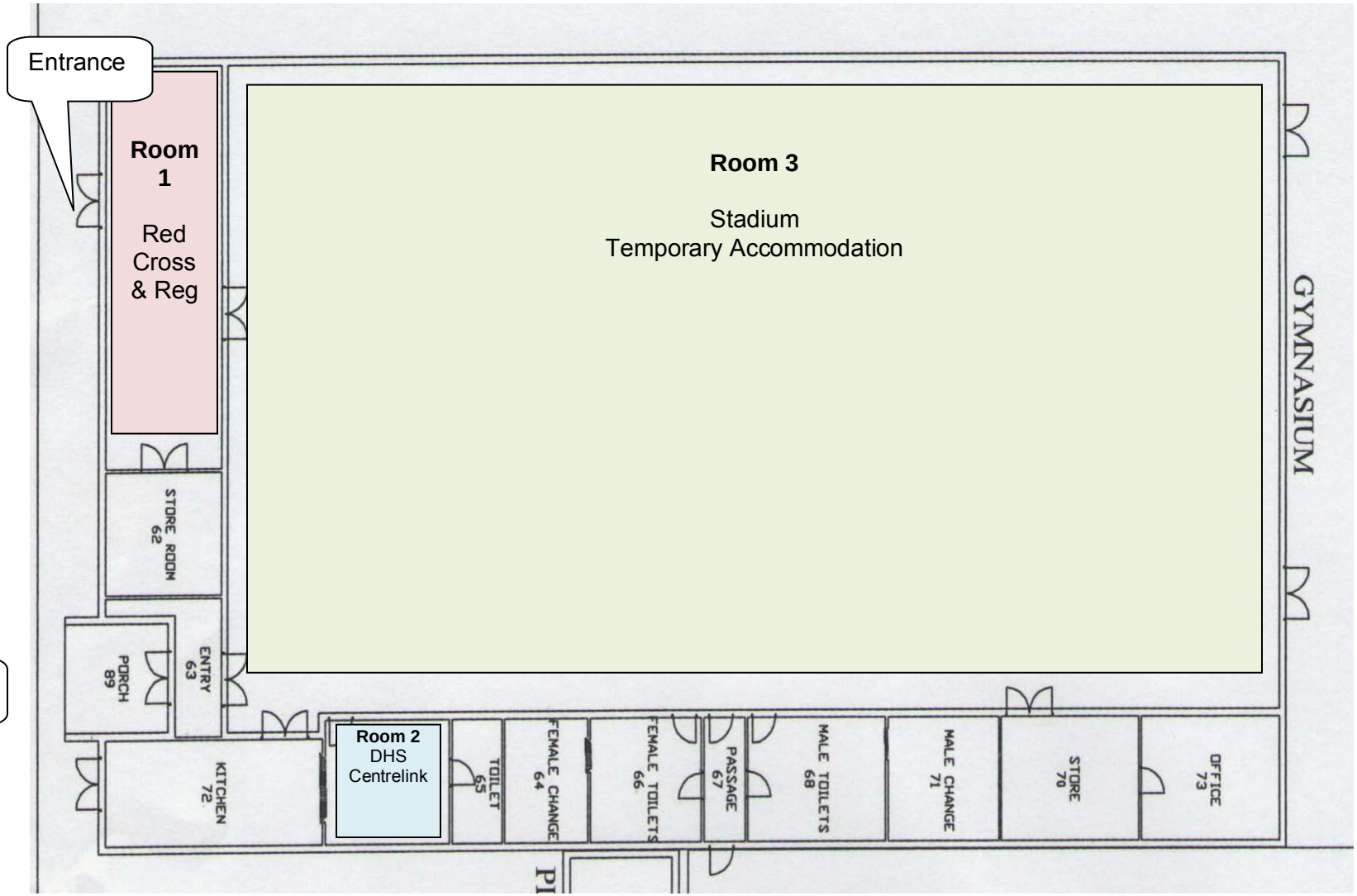
Establish older children's area
Establish the children's area and provide activities for play such as paper, pens and books.

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.

Floor Plan Apollo Bay P12 School Emergency Relief Centre



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.

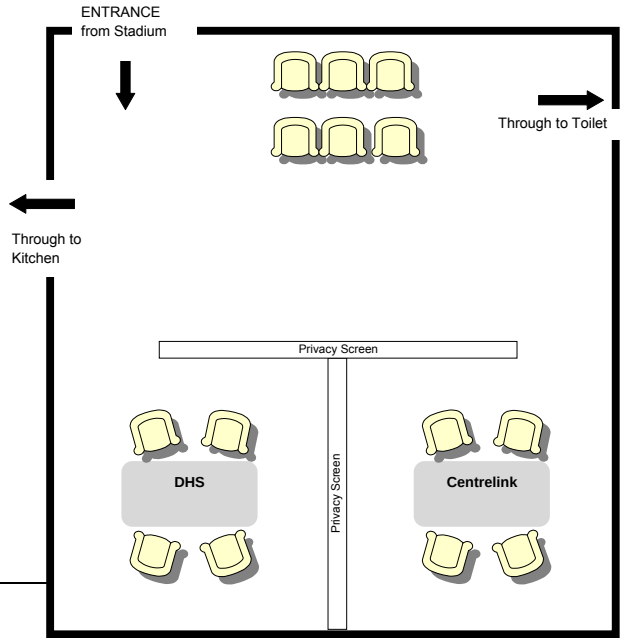
ROOM 1

Store Room
(This room will store gym equipment which is currently in the above room)

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.

ROOM 2



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

Venue (Generic & Exterior)	Yes	No	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? *Note: An ERC should not be located in proximity to a staging post*	✓		School classrooms etc
9. Are there nearby shopping facilities?	✓		Walking distance
10. Could this venue be used for overnight accommodation? Note: the recommended ratio is 3.5m^2 of space per bed. *Record an appropriate sleeping capacity*	✓		
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
Emergency Catering	Yes	No	Comments
12. Is the kitchen of adequate size for anticipated capacity? *Record an appropriate catering capacity*		✘	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?	✓		

18. Could special food needs/preparation be accommodated (i.e. separate preparation and storage facilities)?		✘	
19. Is there a range of catering equipment (e.g. oven, microwaves, kettles, toasters, urns)?	✓		Basic equipment available through school kitchen
Facilities	Yes	No	Comments
*20. Are there adequate accessible toilet facilities including male, female, child and disabled? (or *Could locations for portable toilets be found?*) 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.		✘	Female – 3 toilets, 3 hand basins, 1 hand dryer Male – Urinal, 2 toilets, 3 hand basins, 1 hand dryer Disabled – 1 toilet, 1 hand basin, 1 hand dryer ***Portable toilets would be required to meet the anticipated capacity***
21. Are there adequate accessible shower/washing facilities? (or *Could locations for portable showers be found?*) Note: The recommended ratio is 1 shower per 50 persons.		✘	Female – 3 showers Male – 4 showers Disabled – 1 shower ***Portable showers would be required to meet the anticipated capacity***
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?		✘	
25. Does the site have heating and air conditioning?		✘	
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?		✘	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?		✘	However, site has large open space (oval) at rear which could be utilised
30. Is there a play area or outdoor playground for children?		✘	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?		✘	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?		✘	
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?	✓		
40. Does the site have back-up power arrangements?		✗	
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 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 30 KVA (Geelong)	Riordan Colac Hire	Riordan Colac Hire 101 Wallace Street, Colac 5232 1177 0429 891 516
External lighting	As required	Riordan Colac Hire	As above
Marquee for preparing meals	Marquee 6 Meter by 15 Meter in Colac Larger marquee's Geelong	Colac Party Hire	215 Murray Street, Colac Ph: (03) 52312049 Mob: 0408 321 345 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

Table of Contents

Introduction 183
Purpose 183
Document Structure 183
MRM Operational Process Flow 184
1. Standby / Activation 185
1.1. MRM receives call from MERO 185
1.2. MECC Activated? 185
1.3. Standby for activation 185
1.4. Notify Deputy MRM/s to standby 185
1.5. Standby for further instructions from MRM 186
1.6. Activated? 186
1.7. Stand-down? 186
1.8. Proceed to MECC for briefing 186
1.9. Notify Deputy MRM/s to proceed to MECC 186
1.10. Receive Briefing in MECC from MRM 186
2. Emergency Relief Centre 187
2.1. ERC required? 187
2.2. Determine which ERCs will be activated 187
2.3. Determine if ERC staff & resources will be required 187
2.4. ERC staff & resources standby? 187
2.5. Notify ERCM/s & ERC support staff to standby 187
2.6. Activate ERC? 187
2.7. Notify ERCM's to proceed to MECC for briefing & ERC support staff to proceed to ERC to set-up 187
3. Operations / Communications 189
3.1. Notify relevant personnel 189
3.2. Establish MRM & Deputy MRM Rosters 189
3.3. Determine community forums & CRC arrangements 189
3.4. Determine ongoing recovery requirements 189
3.5. Assist MRM with ongoing recovery requirements 189
3.6. Ongoing Liaison with ERCM/s as to ERC requirements 190
3.7. Establish ERCM and ERC support rosters 190
3.8. Monitor & Report on Recovery 190

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.

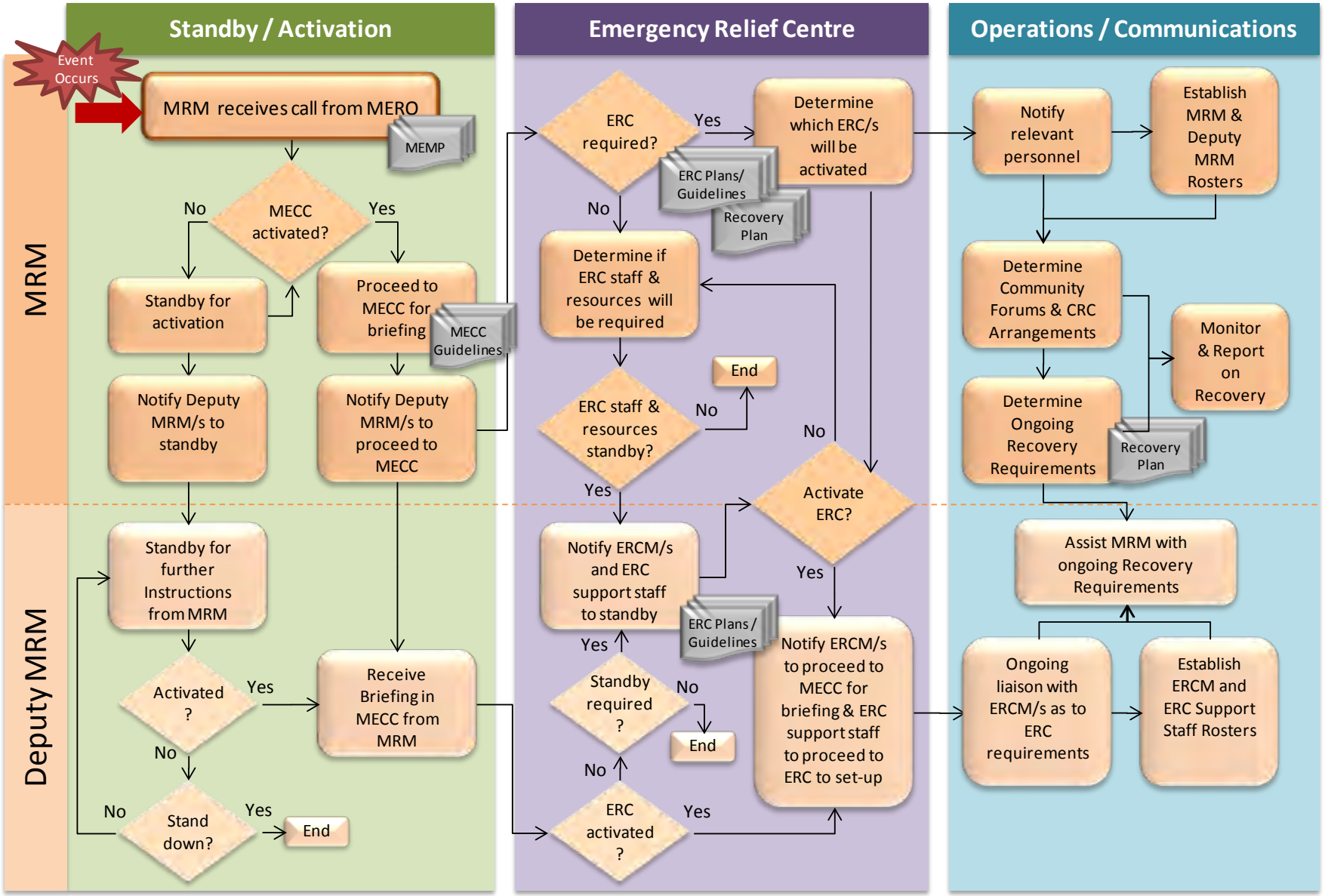
It has been developed for an audience of both MRMs and Deputy MRMs to provide them with sufficient guidance to perform the required recovery duties. It also demonstrates that Colac Otway Shire has in place appropriate guidance which has been reviewed and agreed upon prior to an emergency event occurring.

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.

MRM Operational Process Flow



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 he 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.

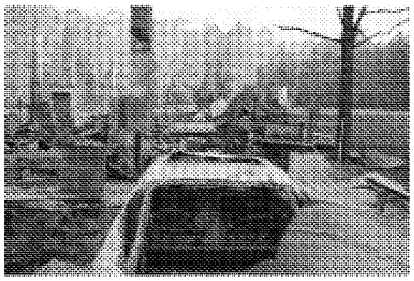
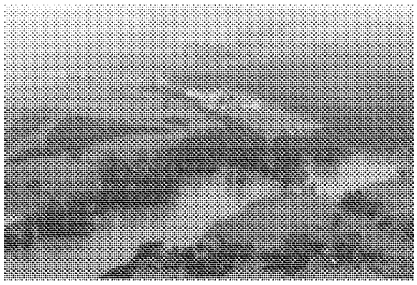
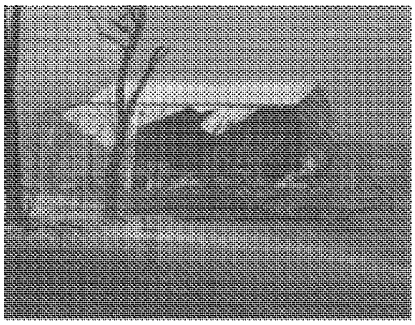
Colac Otway Shire
Where necessary, persons affected can be referred to Emergency Relief and Crisis Intervention and Counselling Services.
In the extreme circumstance that agency support is not available, the Municipal Recovery Manager may access discretionary funds using corporate credit card for essential needs such as temporary accommodation and clothing.

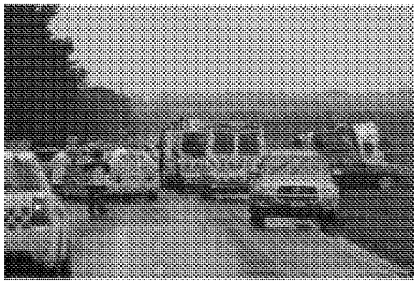
APPENDIX F - Glossary of Terms

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; an earthquake, flood, windstorm or other natural event; a fire; an explosion; a road accident or any other accident; a plague or an epidemic; a warlike act, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth; and 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: Catering; Community Organisations; Emergency Accommodation; Emergency Grants, Counselling & Temporary Accommodation; Material Needs; and Registration (National Registration & Inquiry System, NRIS)
GOVERNMENT AGENCY	Means- any body corporate or unincorporated constituted by or under any Act for a public purpose; any member or officer of such a body; and 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.



Colac Otway
SHIRE

Colac Otway Shire
Municipal Emergency Management Plan

Updated June 2012 - Public Viewing Copy

Last Amended: 12 June 2012

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 omissions 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 Coordinator
1.8	16/5/2011	Part 5 & 6	Municipal Emergency Management Coordinator
1.9	15/11/2011	Sect. 1, 2, 3, 4, 5 & 7 Appendix, 1, 2, 4, 5, 6, 7 & 11	Municipal Emergency Management Coordinator
2.0	12/06/2012	Record of Updates as per D12/38793	Municipal Emergency Management Coordinator

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

Table of Contents

KEY CONTACTS 8

MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE ..... **Error! Bookmark not defined.**

Municipal Statement of Endorsement 10

Audit Report 10

Audit Certificate issued on 21 April 2011. 11

PART 1 - INTRODUCTION 12

1.1 Municipal Emergency Management Plan Vision/Mission, Goals, Objectives, and Strategies. 13

1.2 The Role of Local Government in Emergency Management 13

1.3 Emergency Management Activities 14

1.4 Municipality Overview 15

1.5 Purpose of the Plan 19

1.6 Regional, State and Commonwealth Links 19

1.7 Maintenance of the Plan 20

1.8 Audit Requirements for the Plan 20

1.9 Testing of the Plan 21

PART 2 – ROLES AND RESPONSIBILITES 22

2.1 Introduction 23

2.2 Environment and Community Safety Unit 23

2.3 Municipal Emergency Management Planning Committee 23

2.4 MEMPC Specialist Sub-Committees 24

2.5 Fire and Emergency Management Group – Internal MEMPC 24

2.6 Municipal Emergency Personnel 25

PART 3 – PLANNING AND PREPAREDNESS 27

3.1 Introduction 27

3.2 Risk Management 27

3.3 Vulnerable People 29

3.4 Prevention 30

3.5 Preparedness 31

3.6 Community Education 31

PART 4 – RESPONSE ARRANGEMENTS 32

4.1 Introduction 33

4.2 Municipal Emergency Coordination Centre 33

4.3 Scale of Emergency Coordination 34

4.4 Briefings 35

4.5 Phases of Activation for a Wildfire 38
4.6 Response Management Arrangements 38
4.7 Coordination 40
4.8 Other Colac Otway Shire Coordination Committees 41
4.9 Control 41
4.10 Command 45
4.11 Rapid Impact Assessment 45
4.12 Termination of Response Activities 45
4.13 Post Emergency Debriefing Arrangements 46
4.14 Neighbourhood Safer Places 46
4.15 Public Information and Warnings 46
PART 5 – EMERGENCY RELIEF & RECOVERY ARRANGEMENTS 49
5.1 Introduction 49
5.2 Emergency Relief 50
5.3 Activation of Emergency Relief 51
5.4 Emergency Relief Centres 51
5.5. Functional Arrangements 52
5.6 Emergency Recovery 52
5.7 Context of Recovery 54
5.8 Recovery Coordination 55
5.9 Functional Areas of Recovery 55
5.10 Activation and Notification 57
5.11 Escalation Criteria (Recovery) 57
5.12 Municipal Coordination and Management Arrangements 58
5.13 Engagement of Community in Recovery 59
5.14 Assessment of Impacts and Needs 59
5.15 Communicating with the affected Community 59
5.16 Recovery Centres 61
5.17 Case Management 62
5.18 Sharing of Personal Information 62
5.19 Offers of Voluntary Assistance 62
5.20 Offers Material Assistance 62
5.21 Post Impact Assessments 62
5.22 Financial Considerations 62
5.23 Reporting Arrangements 63

5.24 Testing, Evaluation and Review 63
5.25 Evaluation of Recovery Activities 63
5.26 Services and Agencies for Recovery 65
5.27 Agency Recovery Role Statements 76
PART 6 – SUPPORT AND ANCILLARY ARRANGEMENTS 81
6.1 Introduction 81
6.2 Resource Supplementation 82
6.3 Relocation / Evacuation Coordination 84
6.4 Financial Considerations 85
6.5 Communications 86
6.6 Environmental Health 86
6.7 Emergency Accommodation 87
6.8 Health and Medical 87
6.9 Provision of Volunteer Assistance 89
6.10 Transport and Engineering 89
6.11 Rapid Impact Assessment 90
6.12 Responsibilities according to the Act 91
6.13 Mutual Aid Arrangements 92
6.14 Donation Coordination 92
PART 7 – RELATED AND SUPPORTING PLANS 93
7.1 Colac Otway Shire Municipal Fire Prevention Plan 93
7.2 Colac Otway Shire Municipal Fire Management Plan 93
7.3 Municipal Relief and Recovery Plan 94
7.4 MECC Operation Plan 94
7.5 Birregurra Sub Flood Plan 94
7.6 Safety & Environment Management Plan- Port of Apollo Bay 94
7.7 Evacuation Plans 94
7.8 Other Special Plans 95
APPENDIX 1 97
Detailed MEMPC contact List 98
APPENDIX 2 101
Emergency Management Contact Directory 101
APPENDIX 3 115
MEMP Distribution List 115
APPENDIX 4 119

Detailed Role Statements 119
APPENDIX 5 141
Local Government – Vulnerable Persons Agency Register 141
APPENDIX 6 147
Emergency Response Resource List 147
APPENDIX 7 149
Emergency Relief and Recovery Centres 149
APPENDIX 8 153
Aircraft Landing Areas 153
APPENDIX 9 155
Acronyms and Abbreviations 155
APPENDIX 10 159
Glossary 159
APPENDIX 11 165
Websites 165

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

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 27th day of June 2012.

Rob Small	**Jack Green**	**Stuart Hart**
Chief Executive Officer	MEMPC Chairman	Councillor
Date:	Date:	Date:

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.

Audit Certificate issued on 21 April 2011.

Certificate of

Audit

THIS IS TO CERTIFY THAT THE MUNICIPAL EMERGENCY MANAGEMENT PLAN OF

Colac-Otway Shire Council

has been audited in accordance with the Guidelines issued by the Co-ordinator in Chief of Emergency Management and has been assessed as

"Complying with the Guidelines"

Trevor White
Director

21 April 2011
Date

This page is intentionally blank

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 the Colac Otway Shire.

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; and
- 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

- establish context identifying, analysing, evaluating and treating risks monitor and review.

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

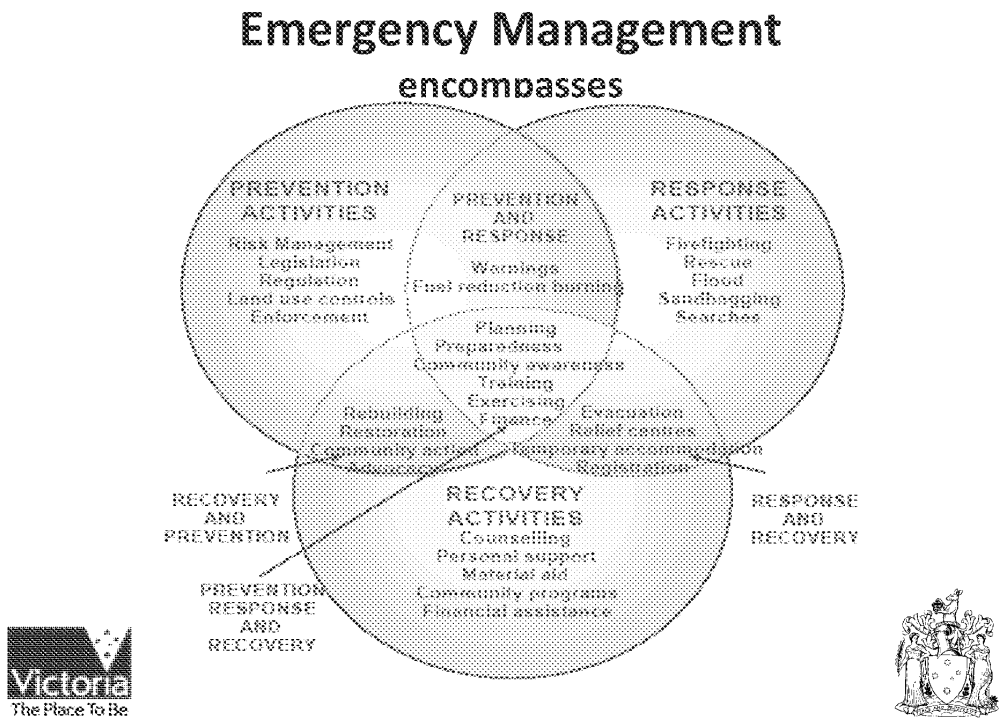
The Emergency Management Activities diagram as shown in figure 1 identifies how the elements of Prevention, Response and Recovery inter-relate and where they intersect. Figure 1 also shows, prevention strategies can be incorporated into recovery activities, (e.g. rebuilding bushfire destroyed houses 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, Beeac, 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, Weeaproinah, 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 only City 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 only city 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 Weeaproinah.

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.

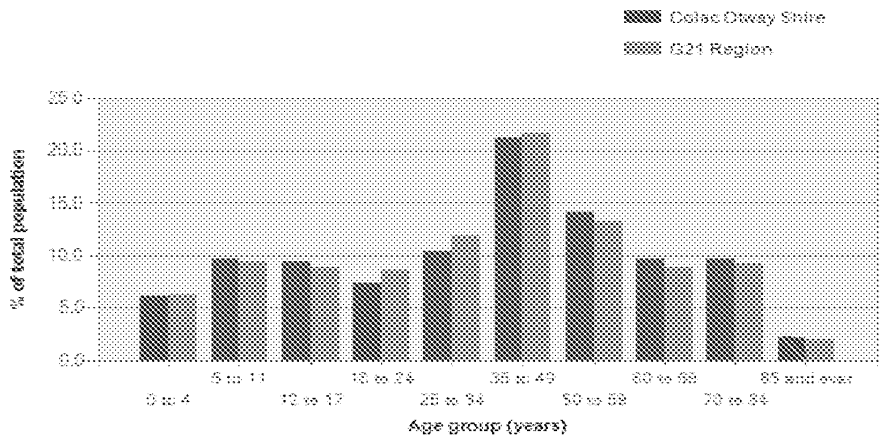
Table 1: Population distribution throughout Colac Otway Shire

Town	Population
Apollo Bay/Marengo	**1375**
Birregurra	466
Beeac	200
Beech Forest	80
Colac/Elliminyt	**11093**
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)



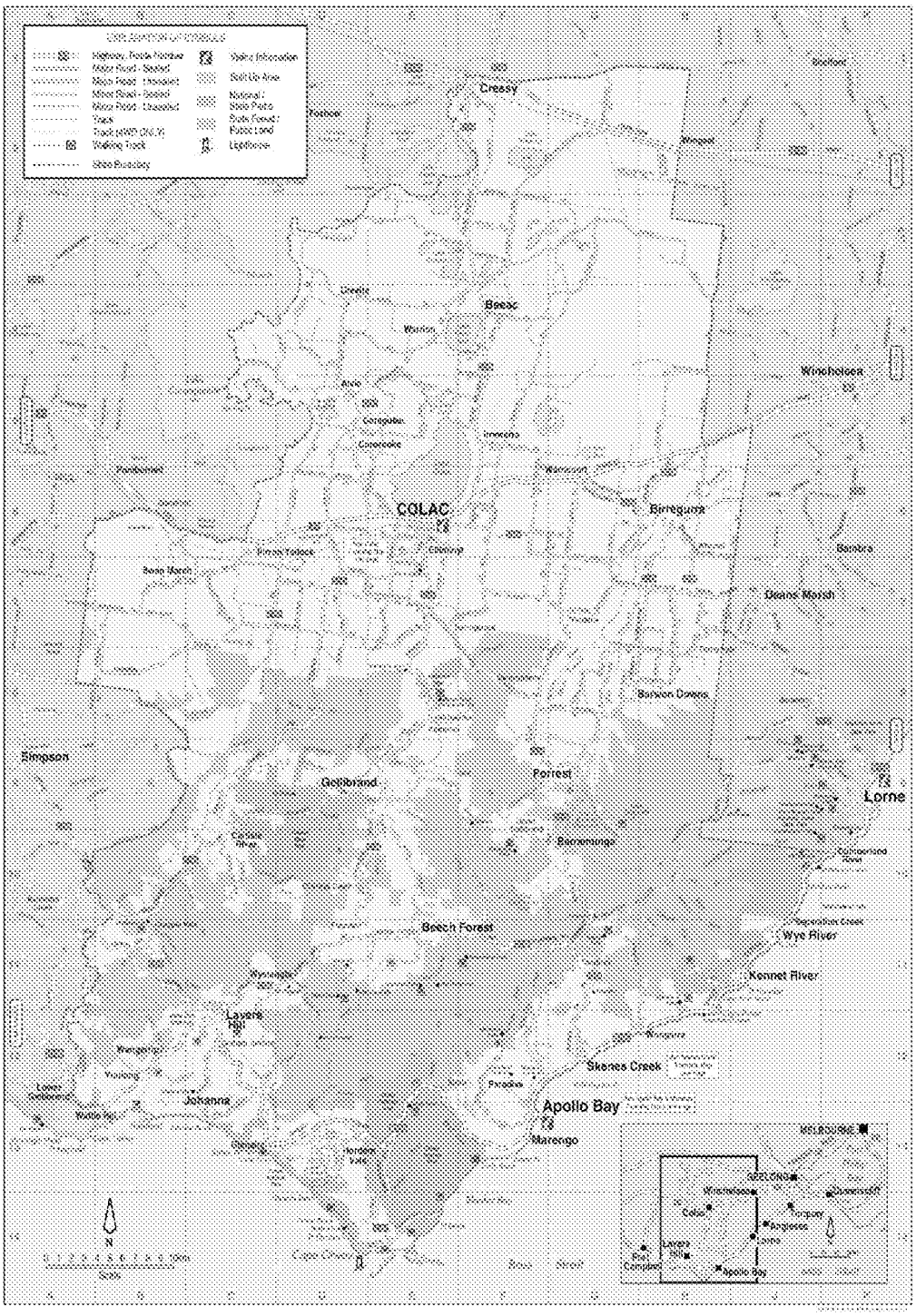
Source: Australian Bureau of Statistics, 2006 Census of Population and Housing (Enumerated)

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



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, Princes 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 environmental 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 other key agencies 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 Management Plan (MFMP), 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. 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 of 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 21A* 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.

This page is intentionally blank

PART 2 – ROLES AND RESPONSIBILITES

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 Councils 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 Councils 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

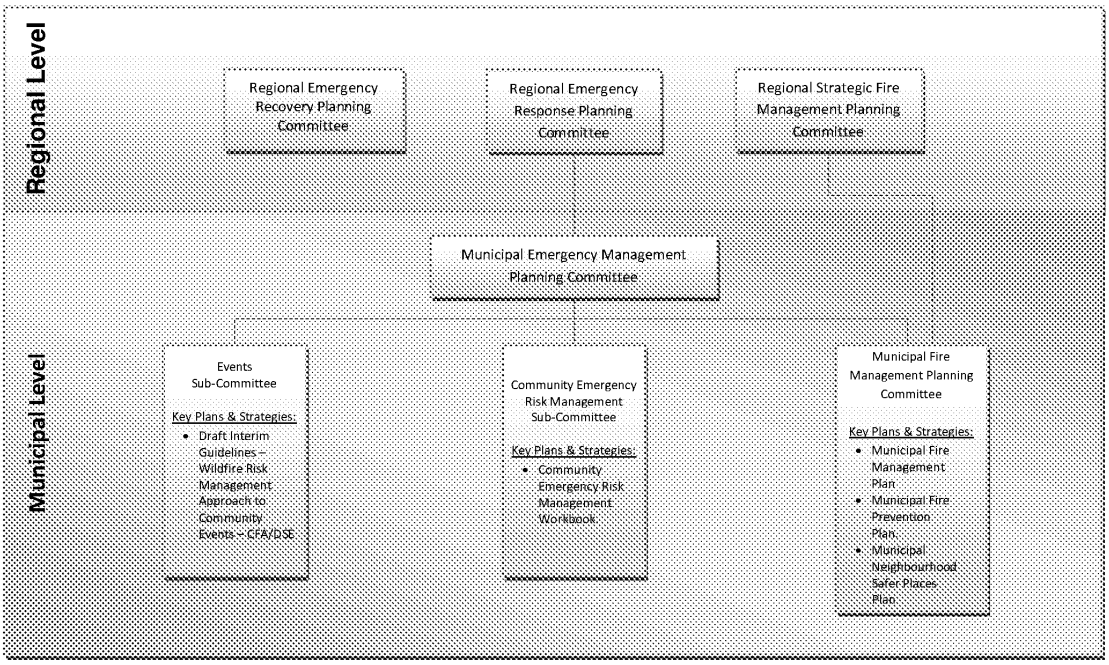
The MEMPC has determined that the committee shall meet at least four times each year. The meetings are held on the third Thursday in February, May, August and November of each year at Colac Otway Performing Arts Cultural Centre (**COPACC**), Rae Street, Colac.

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 (**MFMPC**)
   - Responsible for developing the Municipal Fire Management Plan (**MFMP**).
3. Events 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, Emergency Management (Fire) Coordinator and Municipal Fire Prevention 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 Response Coordinator

The Municipal Emergency Response Coordinator (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. The Officer in Charge at Colac Police Station is the delegated MERC for Colac Otway Shire.

2.6.3 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.

2.6.4 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.*

2.6.5 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.

2.6.6 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.

2.6.7 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.

2.6.8 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 People

During an emergency or imminent threat of an emergency, special consideration must be given to evacuation of vulnerable people in the community.

Vulnerable people and those who may care for them, including facilities such as hospitals, aged care facilities, educational facilities and prisons, are likely to need more time, resources, support and assistance to evacuate safely.

These facilities should have existing evacuation plans in place to appropriately plan for and undertake an evacuation when this is recommended. However, such plans cannot rely on the availability of emergency service personnel to undertake the evacuation.

Some people living in the community may be unable to activate their own evacuation plan without support and a small number who do not have a personal support network will require assistance to safely evacuate.

In the context of bushfires a vulnerable person is an individual who lives in a high bushfire risk area and is socially isolated and without any other supports. Other factors that may be considered when assessing an individual's vulnerability include:

Emergency Management

- Lives alone and has additional needs and/or lives with an individual with similar or greater level of additional needs, and/or
- Physical dependence, and/or
- Inability to make an independent decision due to cognitive or other impairment, and/or
- Geographic isolation.

For bushfires, the Departments of Health and Human Services, in conjunction with municipal councils, and other support agencies will provide tailored advice to vulnerable people. This advice will include the need to develop personal safety plans with an emphasis on leaving early and identification of appropriate support to do so.

Victoria Police, as the agency responsible for managing evacuations, will be dependent on Municipal Emergency Management Plans to have:

- A list of facilities where vulnerable people are likely to be situated
- A list of those services/agencies that will be aware of vulnerable people within the community.

These lists, including after hours contact details where available, will be available to Victoria Police in the event an evacuation becomes necessary.

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
- DSE 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 are examples of plans and activities developed and implemented by Council and other agencies:

- Exercises and training;
- Township Protection Plans (**TPPs);**
- Municipal 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.

This page is intentionally blank

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

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.

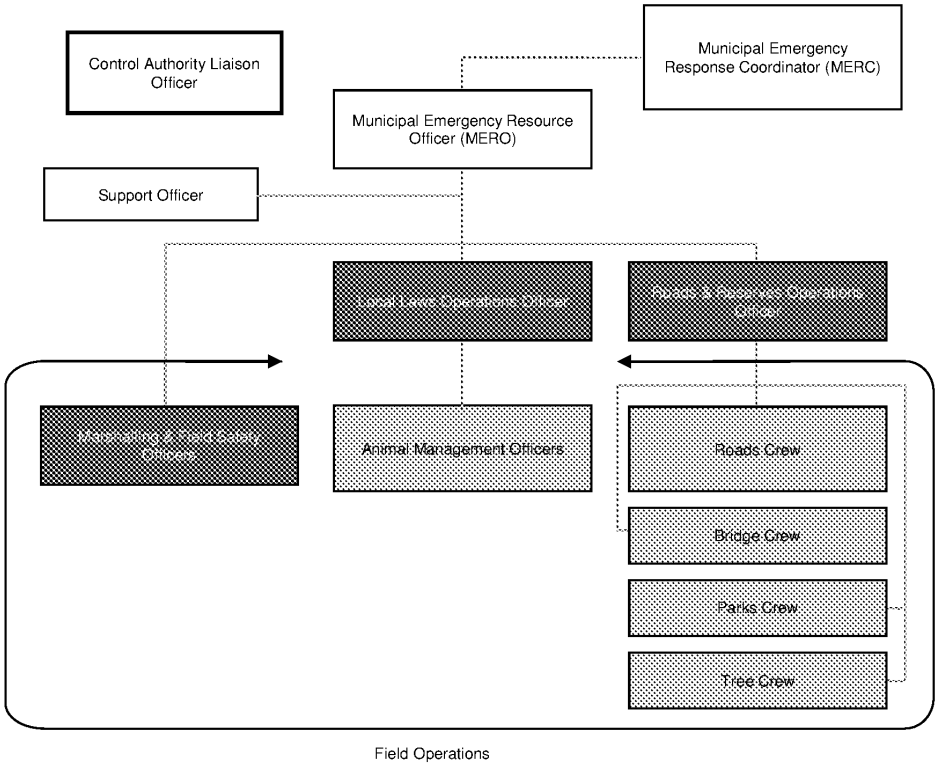
The activation of each level is dependent upon the scale of the emergency and is determined by the Emergency Management Coordination Group (MERC, MERO and MRM).

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 5: 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 figure7.

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 6: MECC structure example for a Medium Scale Emergency (multiple days' impact)

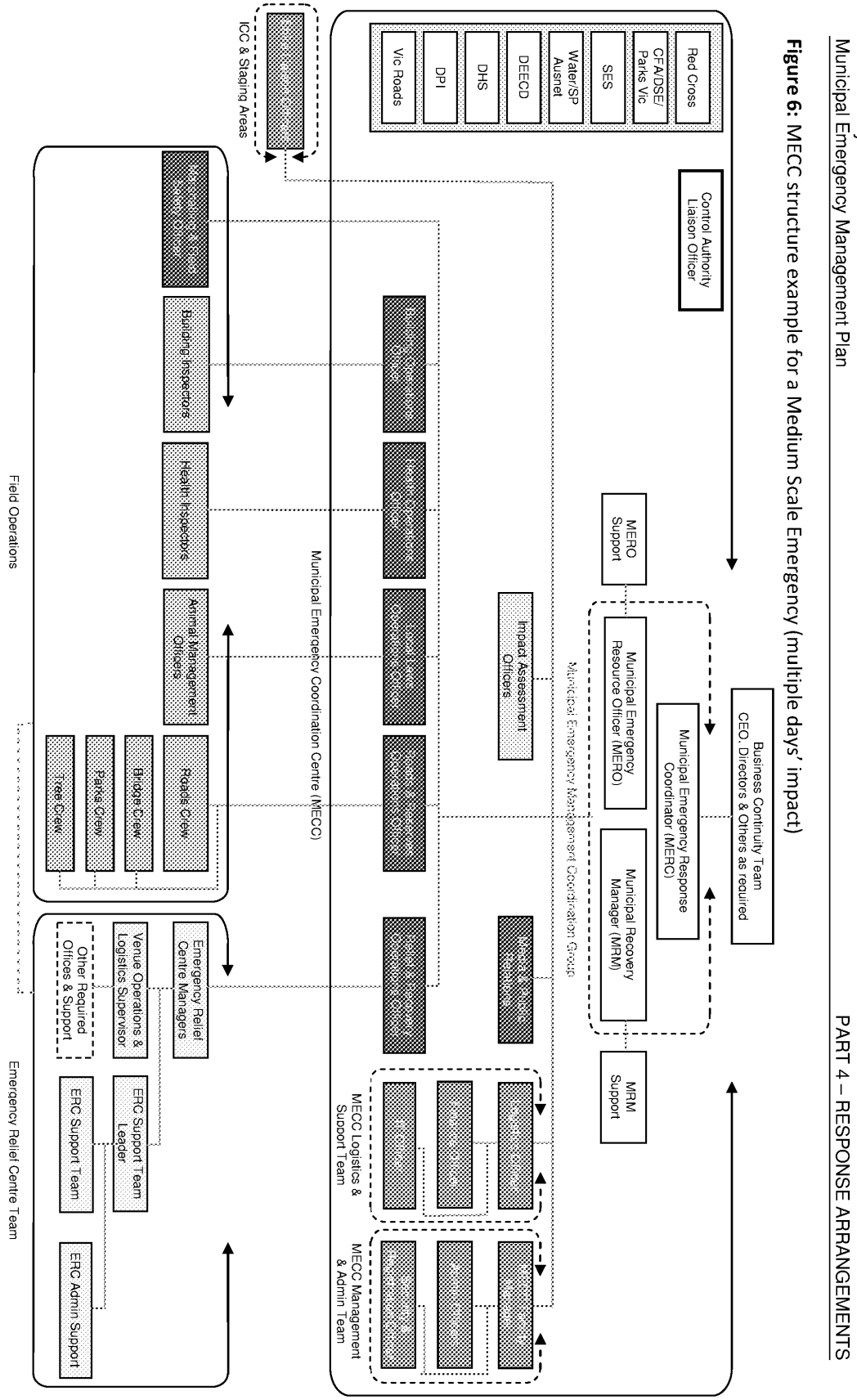
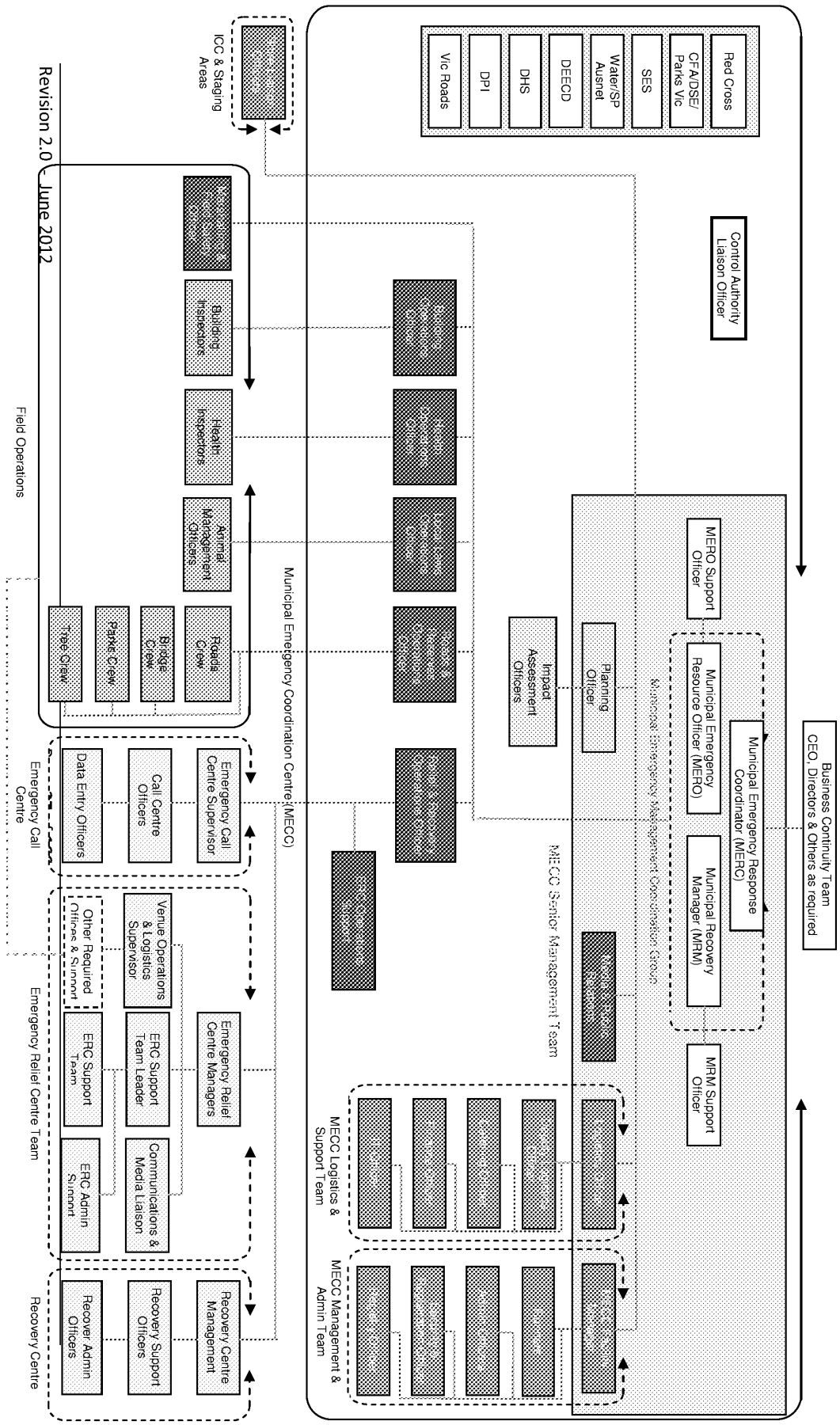


Figure 7: MECC structure example for a Large Scale Emergency (more than 24 hours)



Revision 2.0 - June 2012

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.

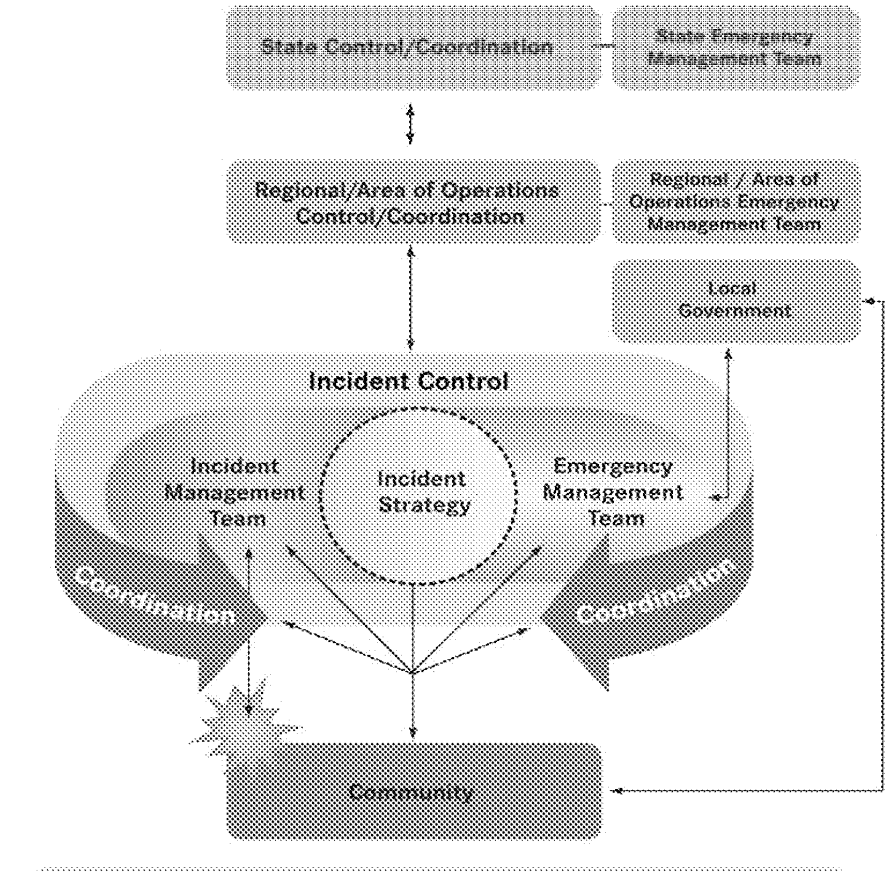
Table 3: Activation for a Bushfire

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 8: Emergency Management Interdependencies describe the interdependencies between coordination and control from State through to Municipal level.



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 (**SMEMT**), 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

EMERGENCY TYPE	CONTROL AGENCY (may vary by location)	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

EMERGENCY/THREAT	CONTROL AGENCY (may vary by location)	SUPPORT 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 Helath	
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

EMERGENCY/THREAT	CONTROL AGENCY (may vary by location)	SUPPORT 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.

This page is intentionally blank

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, more detail can be found in the Municipal relief and Recovery Plan.

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.

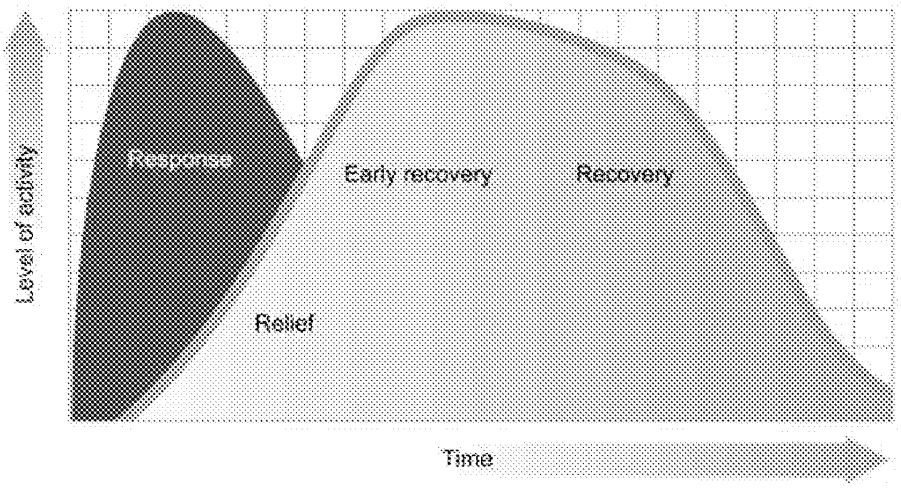
Generally, Council is expected to have resources to cover these positions for a Tier 1 emergency. A Tier 2 emergency may require case management and other external support. In the event of a Tier 3 emergency the State Government will arrange for one or more of the following. Case management, community 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 9: 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 consolation 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 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

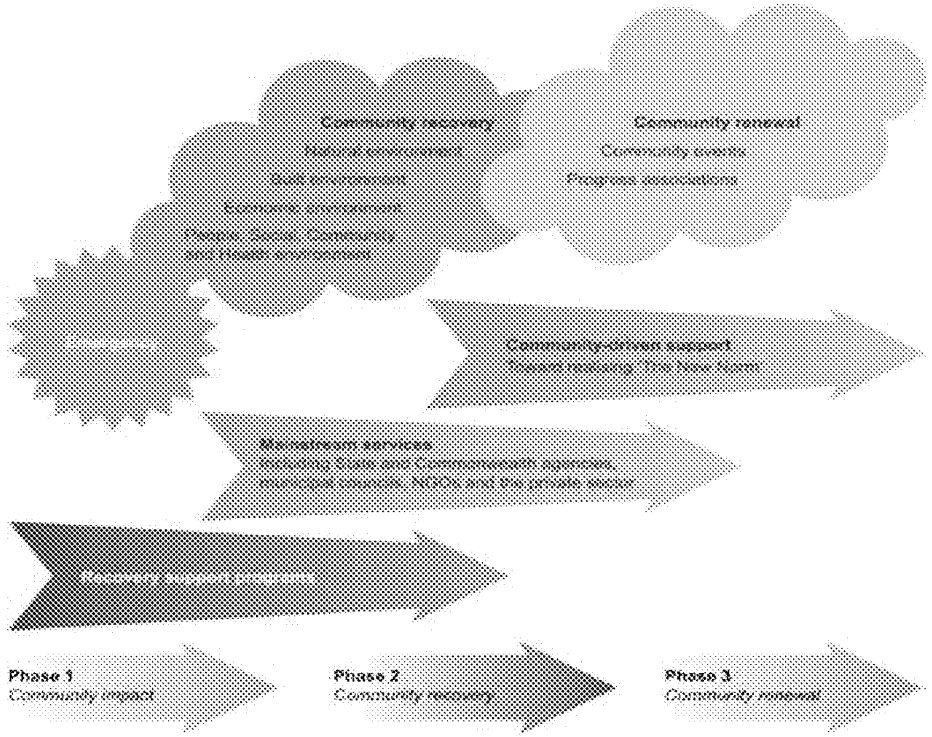
5.6 Emergency Recovery

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 11 below describes the transition from emergency impact through to 'community renewal' with the intent to a more informed and resilient community.

Figure 10: 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 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
▪ temporary accommodation ▪ material assistance ▪ financial assistance ▪ personal support ▪ health & medical services ▪ community development ▪ volunteer coordination ▪ re-establishing homes & properties	▪ tourism industry ▪ small business primary producers	▪ air quality ▪ water quality ▪ (including Catchment Management) ▪ degradation & ▪ contamination ▪ natural environment (including public land and National Parks)	▪ 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-tem 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

- 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:

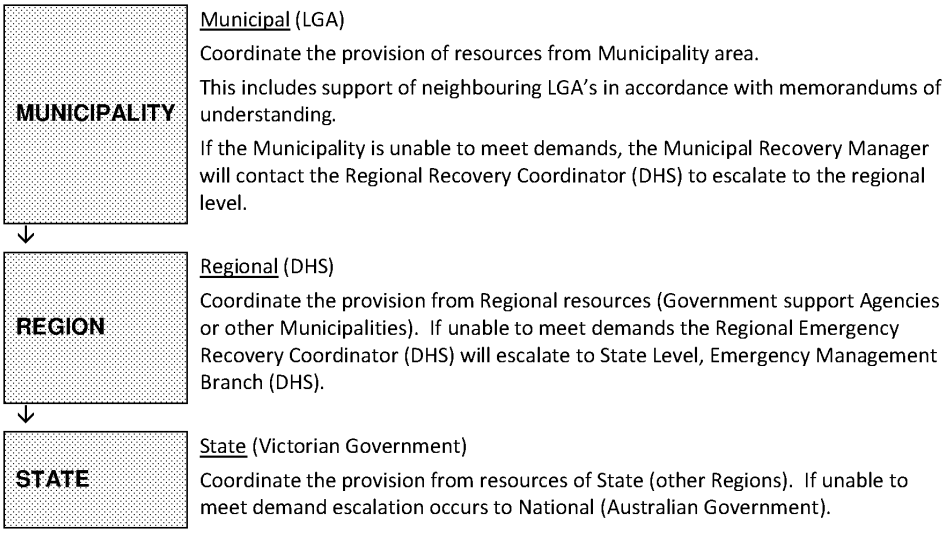
Municipal Recovery Manager (MRM) is contacted by the Department of Human Services or responsible agency.
Or
The Municipal Recovery Manager (MRM) is contacted by the Municipal Emergency Resources Officer (MERO) to begin recovery.
Or
Municipal Recovery Manager (MRM) is contacted by the Regional Recovery 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)

As shown in Figure 12 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 11: Escalation Criteria (Recovery)



5.12 Municipal Coordination and Management Arrangements

5.12.1 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.

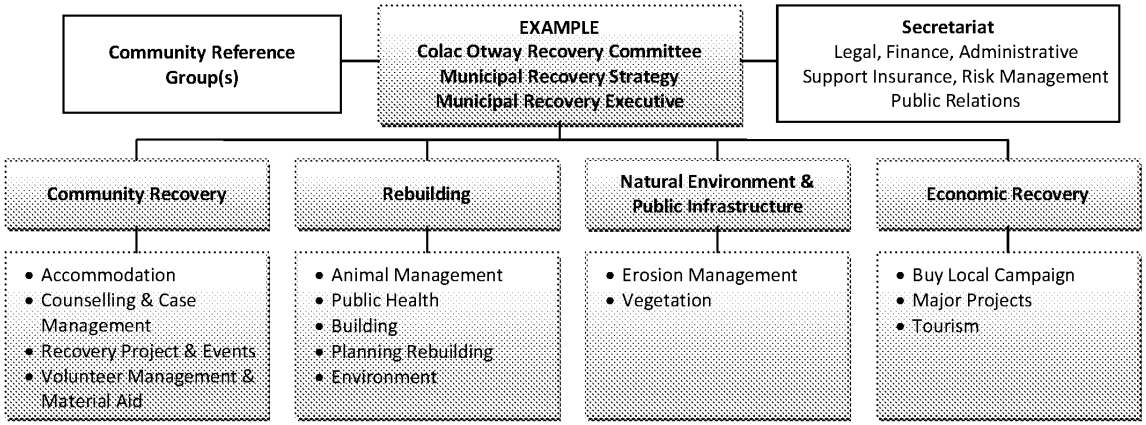
In the advent of an emergency occurring this Committee will be required to establish a plan for the recovery process.

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.

The following diagram is an **example** of a Recovery Structure that **might be** utilised following a large scale emergency.

Figure 12: 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 agencys 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

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.

MEMP plans 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.

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 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:

- Dedicated Phone Line;
- Advertisements within Local Newspapers;
- Newsletters; and
- Media Release.

The use of these options should be coordinated through the Municipal Recovery Manager in consultation with other key recovery and response agencies.

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; and
- 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 if 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."

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	Providers / Agencies	
		Lead Coordinator	Other Providers
Accommodation (Temp)			
Individuals and families	▪ Short term accommodation for persons whose primary place of residence is affected by an emergency incident which prevents occupancy	▪ Dept of Human Services (DHS)	▪ Australian Red Cross (ARC) Single Incident ▪ Insurance companies ▪ Municipal Councils ▪ Local Caravan Parks / Motels ▪ Salvation Army
Case Management			
Individuals and families	▪ 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.	▪ Municipal Councils	▪ Community Services Organisation ▪ {To be determined}
Catering / Food			
Individuals and families	▪ Provision of food	▪ Salvation	▪ VicRelief Foodbank
Recovery Agencies	▪ Provision of catering	▪ Australian Red Cross (ARC)	▪ Salvation Army
	▪ Food supply source for response and recovery agencies	▪ VicRelief Foodbank	

Attachment 1
Report OM122706-19 - Municipal Emergency Management Plan
Page 1185
Attachment 1 - Municipal Emergency Management Plan June 2012

Recipient	Service Provided	Providers / Agencies	
		Lead Coordinator	Other Providers
Critical Infrastructure food supplies and logistics	▪ Damage assessment ▪ Assistance with interdependencies, contingency arrangements and reconstruction	▪ Dept Primary Industries (DPI)	▪ Food Supply SCN
Communication / Equipment			
Community	▪ Ensure supporting communications facilities are provided to response agencies and the community	▪ Telstra	
	▪ Provision of communications to the community where conventional communications facilities are not available	▪ WICEN ▪ Wireless Institute Civil EM Network	
Recovery Agencies	▪ Provide support to other agencies, where appropriate, for recovery activities involving communication services	▪ Emergency Services Telecommunication Authorities	
Response / Recovery Agencies	▪ Provision of communications or supplementary facilities for and between response and/or recovery agencies	▪ WICEN ▪ Wireless Institute Civil EM Network	
Community Development			
Community recovery Committee	▪ Funding ▪ Administrative support ▪ Support personnel ▪ Advice	▪ Municipal Councils ▪ Dept of Human Services (DHS)	▪ Australian Red Cross (ARC) ▪ Service Clubs ▪ Community groups
Communities	▪ Employment and economic redevelopment program	▪ DIIRD ▪ DPCD	▪ Service Clubs ▪ Community groups
	▪ Community support activities	▪ Municipal Councils ▪ Australian Red Cross (ARC) ▪ DPCD	
Municipal Councils	▪ Funding ▪ Additional equipment ▪ Support personnel ▪ Advice	▪ Dept of Treasury & Finance (DTF) ▪ Dept of Human Services (DHS)	

Recipient	Service Provided	Providers / Agencies	
		Lead Coordinator	Other Providers
Control Line Rehabilitation			
Affected Land owner	▪ Rehabilitation of CFA or DSE fire control lines for wildfire suppression – when the fire originates on Public Land	▪ DSE	
Emergency Shelter			
Municipal Councils	▪ Provision of emergency evacuation centres at the lifesaving clubrooms	▪ Life Saving Victoria	
Environmental Health			
Individuals, families and Municipal Councils	▪ Advice on the properties and environmental impacts of hazardous materials	▪ EPA	
Municipal Councils	▪ 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	▪ Parks Victoria (PV)	▪ DSE ▪ EPA
	▪ Beach / foreshore Clean up	▪ DSE ▪ Parks Victoria (PV)	▪ EPA ▪ Australian Maritime Safety Authority
All	▪ Assessing environmental impacts of emergencies	▪ EPA	
Evacuations			
Fencing / Assets			
Primary producers and rural land managers	▪ 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)	
	▪ 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	

Attachment 1
Report OM122706-19 - Municipal Emergency Management Plan
Page 1187
Attachment 1 - Municipal Emergency Management Plan June 2012

Recipient	Service Provided	Providers / Agencies Lead Coordinator	Other Providers
	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	▪ DSE	
Financial Assistance / Aid			
Individuals and families	▪ Relief of personal hardship Emergency Grant ▪ Temporary Living and or Reconstruction Grant - subject to declaration by the Minister for Family and Community Services	▪ Dept of Human Services (DHS)	▪ Insurance companies ▪ Financial intuitions ▪ Charities ▪ Public appeals ▪ Salvation Army
	▪ Provision of the Disaster Relief Payment may be offered, subject to declaration by the Minister for Family and Community Services	▪ Centrelink	
	▪ Financial assistance to people whose normal means of livelihood have been disrupted, whether in short or long term, by an emergency	▪ Centrelink	
	▪ Loan funds towards restoration of dwelling ▪ Provide information and financial assistance to affected households	▪ RFCV	
	▪ Management of public appeals	▪ Australian Red Cross (ARC)	
Municipal Councils	▪ Provide financial assistance to relevant Municipal Councils (including government agencies) for emergency protection works and restoration of public assets	▪ Dept of Treasury & Finance (DTF)	▪ Insurance companies ▪ Financial intuitions ▪ Public appeals
	▪ Specific funding programs	▪ DIIRD	
Small businesses	▪ Loan funds towards restoration of income earning assets; working capital	▪ RFCV	▪ Insurance companies ▪ Financial intuitions ▪ Public appeals

Attachment 1
Report OM122706-19 - Municipal Emergency Management Plan
Page 1188
Attachment 1 - Municipal Emergency Management Plan June 2012

Recipient	Service Provided	Providers / Agencies Lead Coordinator	Other Providers
	▪ Coordinate business recovery initiatives for industry ▪ Fund and administer programs for business development and recovery	▪ DIIRD	
Employees, Small Businesses / Primary Producers	▪ 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	▪ Centrelink	▪
Primary producers and rural land managers	▪ Administration of specific assistance programs	▪ Dept Primary Industries (DPI)	▪ Insurance companies ▪ Financial intuitions ▪ Public appeals
	▪ 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	▪ RFCV	
Community Groups	▪ Loan funds towards restoration of assets	▪ RFCV	▪ Insurance companies ▪ Financial intuitions ▪ Public appeals
	▪ Rural leadership & community events program	▪ DIIRD	
Deceased Persons	▪ 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	▪ State Trustees	
First Aid / EM Medical Care			
Individuals and families and Agency Support	▪ Provision of first aid services to other emergency services agencies and the public	▪ St John Ambulance Vic	▪ Australian Red Cross
Flood			
Municipal Councils	▪ Develop plans and construct works to restore waterways damaged by floods, if they create an	▪ Catchment Management Authority (CMA)	

Recipient	Service Provided	Providers / Agencies Lead Coordinator	 Other Providers
	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	▪ DSE	
Information Services			
Individuals and families	▪ Advice on financial assistance, insurance claims, legal advice and referral services	▪ Dept of Human Services (DHS) / Municipal Councils ▪ Insurance Council of Australia ▪ RFCV	▪ DIIRD ▪ DPCD ▪ Centrelink ▪ VCC
	▪ Provision of assistance and advice to those who have been affected by fire, explosion, gas or chemical leak etc	▪ CFA	
	▪ Provide advice, information and assistance to affected persons	▪ Dept of Human Services (DHS) ▪ Dept of Health (DH)	▪ Dept Primary Industries (DPI)
Communities	▪ Advice on assistance and recovery strategies and community redevelopment programs	▪ Dept of Human Services (DHS) ▪ Municipal Councils ▪ DPCD	▪ DIIRD
Recovery Agencies	▪ Provision of assistance, advice and information	▪ CFA	
Municipal Councils	▪ Advice on safe water, safe food, waste disposal, adequate washing / toilet facilities	▪ Dept of Health (DH)	
	▪ Accommodation Standards	▪ Building Commission	
	▪ Advice on erosion, catchment protection and reforestation ▪ Flora, fauna ▪ Environmental Issues	▪ DSE ▪ Parks Victoria (PV)	
	▪ Advice on disposal of dead / maimed stock	▪ Dept Primary Industries (DPI) ▪ EPA	

Recipient	Service Provided	Providers / Agencies Lead Coordinator	Other Providers
	▪ Provide advice, information and assistance	▪ Dept of Human Services (DHS) ▪ Dept of Health (DH)	
	▪ Fish and fish habitat	▪ DSE	
Government	▪ Provide information to governments and other interested parties and maintain statistics showing the final insured cost of an event	▪ Insurance Council of Australia	
	▪ Establish contact with governments at all levels and participate on any external committee		
Information Services (continued)			
Primary producers and rural land managers	▪ Technical advice on re-establishment or alternative strategies	▪ Dept Primary Industries (DPI)	
	▪ Advice on disposal of dead and maimed stock	▪ Dept Primary Industries (DPI) ▪ EPA	
Small businesses	▪ Provide advisory and mentoring services on options and support available ▪ Coordinate business recovery initiatives for industry	▪ DIIRD	
All	▪ Mapping services / information (Spatial Information Infrastructure)	▪ DSE	
Insurance			
Individuals / families / Businesses	▪ An insurance hotline has been established for consumers who have lost insurance papers or have general inquiries, this hotline is available.	▪ Insurance Council ▪ 1300 728 228 (Consumers with claims to lodge should contact their insurer and not this hotline).	
Interpreting Services			
All	▪ Translating & Interpreting Service	▪ Dept of Immigration and Citizenship (DIAC)	
▪ Material Aid (Clothing, Bedding Etc)			

Attachment 1
Report OM122706-19 - Municipal Emergency Management Plan
Page 1191
Attachment 1 - Municipal Emergency Management Plan June 2012

Recipient	Service Provided	Providers / Agencies	
		Lead Coordinator	Other Providers
Individuals and families	▪ Material Aid and essential personal and household items; e.g. clothing, bedding etc	▪ Salvation Army	▪ Australian Red Cross (ARC) Single Incident ▪ Brotherhood of St Laurence ▪ Municipal Councils ▪ St Vincent de Paul ▪ VicRelief Foodbank
Primary producers Small businesses	▪ Fodder, income generating access	▪	▪ Public appeals ▪ Interest groups
Outreach programs			
Individuals, families and communities	▪ Outreach programs providing personal support ▪ Outreach programs providing practical assistance and information ▪ Provision of an information service and resources (including REDiPlan)	▪ Australian Red Cross (ARC)	▪ DHS
	▪ Provision of staff with specialist skills to work with disaster affected individuals and communities; e.g. social worker, Indigenous services Officers		▪ Centrelink
Outreach programs (continued)			
Recovery Agencies	▪ Support outreach activities with trained outreach and visitation workers	▪ VCC	
Personal Support / Counseling Services			
• Individuals, families and communities	▪ 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	▪ VCC	
• Individuals, families and community groups	▪ Coordination provision of Personal Support (Psychological first aid) at incident sites and across	▪ Dept of Human Services (DHS) ▪ Municipal Councils	▪ Centrelink ▪ Community Health / Mental Health

Recipient	Service Provided	Providers / Agencies Lead Coordinator	 Other Providers
	the community	▪ VCC	▪ DEECD ▪ Hospitals ▪ Private health providers ▪ Australian Red Cross (ARC) ▪ Salvation Army ▪ Voluntary groups
	▪ Mental health services and support		
	▪ Support groups		
	▪ Community activities		
Individual and families	▪ To provide support and counselling to the families of deceased persons	▪ VCC	▪ Coroners Court of Victoria ▪ Dept of Human Services (DHS) ▪ Hope Bereavement Care/ SIDS & Kids ▪ Road Trauma Support Team ▪ Specialist Bereavement Counseling Service ▪ Uniting Church Australia
Rebuilding and Utility Restoration			
Individuals, families, community groups	▪ Assessment, repair and rebuilding	▪ Municipal Councils	▪ Service clubs ▪ Trade Associations ▪ SES
	▪ Essential Household Services: ▪ Water ▪ Power ▪ Telephone ▪ Gas ▪ Sanitation	▪ Australia Energy Market Operator ▪ (page 7-17 EMMV)	▪ Water / sewerage authorities ▪ Telstra ▪ Powercor Australia ▪ Gas distribution companies ▪ Dept of Health (DH)
	▪ Provision of building safety and maintenance	▪ Building Commission	

Attachment 1
Report OM122706-19 - Municipal Emergency Management Plan
Page 1193
Attachment 1 - Municipal Emergency Management Plan June 2012

Recipient	Service Provided	Providers / Agencies	
		Lead Coordinator	Other Providers
	information to affected persons		
Municipal Councils	▪ Roads and bridges	▪ VicRoads	
Public land	▪ Clearing, restoration and rehabilitation of roads, bridges and other public assets	▪ Municipal Councils ▪ DSE / Parks Victoria (PV) ▪ VicRoads	
Recovery agencies	▪ Provision of building maintenance and safety information resources	▪ Building commission	
Rehabilitation			
Municipal Councils	▪ Rehabilitation of disturbance resulting from wildfire suppression when the fire originates on public land	▪ DSE	▪ Parks Victoria (PV)
	▪ Clearing and restoration of roads, bridges and other assets on public land affected by an emergency	▪ VicRoads ▪ DSE ▪ Parks Victoria (PV)	
Resources Recovery Activity			
Recovery Agencies	▪ Provide human and other resources for recovery activities where appropriate	▪ SES	
Stock			
Primary producers	▪ 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	▪ Dept Primary Industries (DPI) (in conjunction with LGA's)	
Transportation			
All	▪ Coordinate with private owners the provision of alternative transport for the duration of the emergency and restoration of normal services	▪ Dept of Transport (DoT)	
Volunteer Registrations			

Attachment 1
Report OM122706-19 - Municipal Emergency Management Plan
Page 1194
Attachment 1 - Municipal Emergency Management Plan June 2012

Recipient	Service Provided	Providers / Agencies	
		Lead Coordinator	Other Providers
Water			
Recovery Agencies	▪ Support the agency tasked with the recovery activities	▪ Water Authorities	
Individual and families	▪ Replacement of water taken from private land for use in wildfire suppression ▪ To make an equitable contribution to the landholders' bushfire recovery	▪ DSE (in liaison with DPI & LGA's)	

Attachment 1
Report OM122706-19 - Municipal Emergency Management Plan
Page 1195
Attachment 1 - Municipal Emergency Management Plan June 2012

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 subsides.
- 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.

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	

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); and
- 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.

As shown in Figure 13 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); and
- 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:

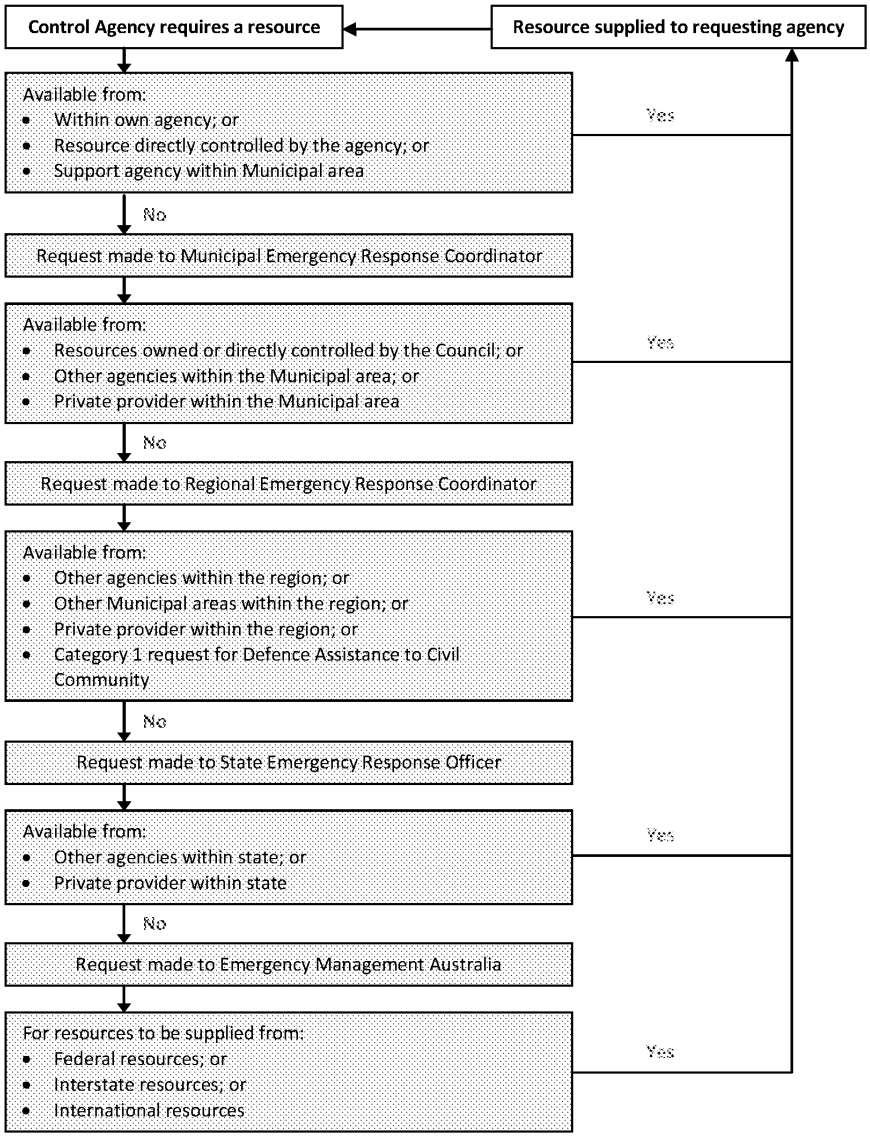
- If at local level, from the MERC;
- If the request cannot be satisfied at the local level, then via the MERC to the Regional Emergency Response Co-ordinator;
- If the request cannot be satisfied at the Regional level, then to the State Emergency Response Co-ordinator or delegate, who will advise the requesting agency of possible suppliers; and

- 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 of 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 13: Flow Chart for Resource Supplementation



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

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; and
- 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.

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; and
- 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.

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; and
- 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 my 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).

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
- 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 used 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 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

6.9.2 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.

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.

6.11.1 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.

- 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.

6.11.2 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; and
- DHS – Providing advice, information and assistance to affected individuals, communities and Municipal Councils.

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.

PART 7 – RELATED AND SUPPORTING PLANS

7.1 Colac Otway Shire Municipal Fire Prevention Plan

The Municipal Emergency Management (Fire) 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 (MFMPC).

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
- Kawarren
- 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 Municipal Relief and Recovery Plan

This 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 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.

7.4 MECC Operations Plan

This Plan details the procedure for the opening, setting up and running of the Municipal Emergency Coordination Centre.

7.5 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.

7.6 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

7.7 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.

7.7.1 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.

7.7.2 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

7.8 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:

7.8.1 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

7.8.2 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.

7.8.3 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

7.8.4 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.

7.8.6 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.

This page is intentionally blank

APPENDIX 1

Detailed MEMPC contact List

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

This page is intentionally blank

APPENDIX 2

Emergency Management Contact Directory

a) General Contact List
b) Recovery Contact List

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

This page is intentionally blank

APPENDIX 3

MEMP Distribution List

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

This page is intentionally blank

APPENDIX 4

Detailed Role Statements

Appendix 4 – Detailed Role Statements

TABLE OF CONTENTS	
Municipal Emergency Response Coordinator (MERC)	Page 121
Municipal Emergency Resource Officer (MERO)	Page 122
Municipal Recovery Manager (MRM)	Page 123
Media & Public Relations Officer	Page 124
Emergency Planning Officer	Page 125
Rapid Impact Assessment Officer	Page 126
Post Impact Assessment Officer	Page 127
Logistics Officer	Page 128
Finance Officer	Page 129
IT and Communications Centre	Page 130
MECC Facility Manager	Page 131
MECC Administration Operations Officer	Page 132
MECC Runner	Page 133
MECC Registry Officer	Page 134
MECC Reception & Security Officer	Page 135
MECC Administration Support Staff	Page 136
Municipal Emergency Manager (MEM)	Page 137
Municipal Fire Prevention Officer (MFPO)	Page 138
Liaison Officer	Page 139

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	• 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	**Reports To:** • Crisis Management Team **Liaises With:** • MERO • MRM **Internal Relationships:** • Victoria Police **External Relationships:** • Incident Controller

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	• 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	**Reports To:** • Crisis Management Team **Liaises With:** • MERC • MRM • Deputy MERO • Planning Officer • Logistics Officer • MECC Facility Manager • Media & Public Relations Officer • Operations Officers **External Relationships:** • 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	• 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	**Reports To:** • Crisis Management Team **Liaises With:** • MERC • MERO • Deputy MRMs • Media & Public Relations Officer • MECC Planning Officer • MECC Logistics Officer • Relief & Recovery Operations Officer **External Relationships:** • DHS • Red Cross • Other Municipalities • Community Recovery Committees • Regional Recovery Committee

Title	Media & Public Relations Officer
Location	Municipal Emergency Coordination Centre
Overview Statement	Coordinate Council's community and media information activities during and after an emergency including: • 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	• 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	**Reports To:** • CEO & Crisis Management Team **Liaises With:** • Emergency Management Coordination Group (MERC, MERO & MRM) • Control Agency representative **Internal Relationships:** • CEO • Councillors • SLT • Customer Service **External Relationships:** • Emergency Services agencies • Local & Metropolitan Media

Title	Emergency Planning Officer
Location	Municipal Emergency Coordination Centre
Overview Statement	The Emergency Planning Officer is involved with information management. This position provides support for emergency management efforts through the: • 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	Undertake the following tasks:
	• 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:
	  ○ 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	**Reports To:** • EMCG **Liaises With:** • MECC Logistics Officer • MECC Facility Manager • Impact Assessment Officers • MECC Personnel

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	Undertake the following tasks: • 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	**Reports To:** • Planning Officer **Liaises With:** • Marshalling & Field Safety Officer • Emergency Services in the field • Field staff

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	Undertake the following tasks: • 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	**Reports To:** • Planning Officer **Liaises With:** • Marshalling & Field Safety Officer • Department of Primary Industries • Emergency Services in the field • Field staff

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	Undertake the following tasks: • 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	**Reports To:** • Municipal Emergency Management Coordination Group **Liaises With:** • MECC Planning Officer • MECC Deputy Logistics Officer • MECC Catering Officer • MECC Finance Officer • MECC IT Officer • MECC Facility Manager • MECC Personnel

Title	Finance Officer
Location	Municipal Emergency Coordination Centre
Overview Statement	Provide systems and processes for the timely acquisition of resources during and after an emergency to ensure that: • 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	**1. During the operation of the MECC** • 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. **2. Other Duties** • 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. **Response Stage** Upon activation of the MECC, the Finance Officer is to undertake the following key tasks: • 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. **Recovery Stage** • 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	**Reports To:** • Logistics Officer **Liaises With:** • MERO • Emergency Operations Officers and Deputies

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	• 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	**Reports To:** • Director Corporate Services • MECC Logistics Officer **Liaises With:** • All Staff **Internal Relationships:** • All Staff **External Relationships:** • 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	• Oversee the establishment and activation of the procedures and systems required to operate the MECC. These include the:
	  ○ 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	**Reports To:** • EMCG (MERC, MERO & MRM) **Liaises With:** • Administration team personnel • MECC Logistics Officer • MECC Planning Officer • MECC Personnel • Councillors and CEO

Title	MECC Administration Operations Officer
Location	Municipal Emergency Coordination Centre
Duties	Undertake the following roles: • 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	**Reports To:** • MECC Facility Manager **Liaises With:** • MECC personnel

Title	MECC Runner
Location	Municipal Emergency Coordination Centre
Duties	Undertake the following roles: • 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:** • Administration Operations Officer **Liaises With:** • MECC personnel

Title	MECC Registry Officer
Location	Municipal Emergency Coordination Centre
Duties	Undertake the following roles: • 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 copies and distributed. • Follow-up outstanding resource requests. • Match and file copies with completed messages/requests. • Undertake additional tasks as necessary.
Line Relationships	**Reports To:** • Administration Operations Officer **Liaises With:** • MECC personnel

Title	MECC Reception & Security Officer
Location	Municipal Emergency Coordination Centre
Duties	Undertake the following roles: • 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	**Reports To:** • Administration Operations Officer **Liaises With:** • MECC personnel

Title	MECC Administration Support Staff
Location	Municipal Emergency Coordination Centre
Duties	Undertake the following roles: • 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. **Note: This position is the responsibility of the Emergency & Community Safety Unit**
Line Relationships	**Reports To:** • MECC Facility Manager **Liaises With:** • MECC personnel

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	• 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	**Reports To:** • CEO and Directors **Liaises With:** • EMCG (MERC, MERO & MRM) • Planning Unit • Logistics Officer • MECC Facility Manager • Operations Officers **External Relationships:** • Emergency Services • Other Municipalities • MAV • Agency staff

Title	Municipal Fire Prevention Officer (MFPO)
Location	Council Offices
Overview Statement	To ensure Council's obligations under the *Country Fire Authority Act 1958* are met.
Duties	• Manage the Municipal Fire Prevention Committee (MFPC) (if formed under the *Country Fire Authority Act 1958*) 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 *Country Fire Authority Act 1958*). • Facilitate community fire safety education programs and support Community Fireguard groups in fire-prone areas.
Line Relationships	**Liaises With:** • MEM • Environment department **External Relationships:** • 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: • 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	**Reports To:** • MECC Planning Officer **Liaises With:** • ICC / EOC / other emergency personnel • Emergency services personnel

This page is intentionally blank

APPENDIX 5

Local Government – Vulnerable Persons Agency Register

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

This page is intentionally blank

APPENDIX 6

Emergency Response Resource List

The information on this page has been removed from public viewing as it contains Private and Confidential information.

APPENDIX 7

Emergency Relief and Recovery Centres

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

The information on this page has been removed from public viewing as it contains Private and Confidential information.

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^{0}17'S Lon 143^{0}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^{0}47'S Lon 143^{0}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

Emergency Service Organisations and Military Aircraft supporting Emergency Services utilise 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.

APPENDIX 9

Acronyms and Abbreviations

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
CORC	Colac Otway Recovery Committee
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

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 Emergence 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

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 Authoriy
VWA	Victorian WorkCover Authority (WorkSafe)
WICEN	Wireless Institute Civil Emergency Network

APPENDIX 10

Glossary

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: 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 (MEMP) 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.

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.

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.

APPENDIX 11

Websites

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

Council Meeting Running Order

Thursday, 26 April 2012

Venue – COPACC **Present: Cr Stephen Hart (Mayor), Cr Brian Crook, Cr Lyn Russell, Cr Frank Buchanan, Cr Stuart Hart, Cr Geoff Higgins (from 2.20pm), Cr Chris Smith (from 3.00pm)** **Staff: Rob Small, Jack Green, Colin Hayman, Neil Allen, Maree Redmond** **Apologies: Nil**	
11.00 am	**Fire Services Levy – Paul Carmichael**
11.30 am	**Acciona Presentation – Mount Gellibrand Windfarm (David Clarke, Mike Barrow & Doug McNeill)**
12.00 pm	**Lunch**
12.30 pm – 2.35pm	**Councillor Briefing Session**
3.00 pm	**Council Meeting**
5.43 pm	**In Committee Meeting**

Colac Otway SHIRE

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. *{See over for Explanation/Guide Notes}*

Assembly Details:

Date: 15 / 5 / 12

Time: 6:00 ~~am~~/pm

Assembly Location: COPACC Meeting Rooms 1 & 2

(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices – Nelson Street, Apollo Bay

In Attendance:

Councillors: Cr Stephen Hart / Cr Frank Buchanan / Cr Brian Crook / Cr Stephen Hart / Cr Geoff Higgins / / /

Officer/s: / / / /

/ / / /

Matter/s Discussed: Colac Road Hierarchy Heavy Vehicle Route Community Reference Group Meeting

(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

Conflict of Interest Disclosures: (refer page 5)

Councillors: Cr Brian Crook / / /

/ / / /

Officer/s: / / / /

/ / / /

Left meeting at:

Completed by: Neil Allen

C:\Documents and Settings\vbrooker\Local Settings\Temporary Internet Files\Content.Outlook\RVSP339V\Assembly of Councillors Record revised.doc

Company Name
Company ABN
Company Address1
Company Address2
Company Address3

T Company Telephone
F Company Fax
E Company Email
W Company Web

aurecon

Agenda

Project Number	**214327**	Meeting Date	**15 May 2012**
Project Name	**Colac Heavy Vehicle Deviation**	Recorded By	**GA**
Meeting/Subject	**CRG Meeting 05 – Discussion on Aurecon Report**	Total Pages	**2**

Item	Time	Discussion Topic	Speaker
		House Keeping	Chair
1		Apologies	Chair
2		Review of Purpose and Task of CRG • To determine 4 routes to undertake a detailed investigation and refer to Council for consideration. • Make recommendation for reporting to Council.	GA
3	5m	Snapshot of Aurecon report and recommendations from previous meeting. • Aurecon report aimed to identify recommendations for further investigation • Resulted in two major recommendations: o **Recommendation 1:** Wilson Street (Route 9) most suitable short term solution however if Council to proceed with this short term option it should be considered as part of a separate study with due consideration for the sensitive nature of the route (running within the boundary of the town). Final route may be as in this report or be part of the identified route avoiding areas where trucks currently do not travel in significant numbers. No further analysis recommended as part of this particular study. o **Recommendation 2:** Four long term routes be taken forward for consideration within the next stage of the study. Routes are: Route 3 – Lake Route Route 2 – North of Lake Route Route 8 – Outer Southern Route Route 7 – Inner Southern Route • It is recognised that there are issues with all options from challenging terrain to not accommodating southern traffic and these will be considered within the next stage.	GA
4	50m	Response from CRG representatives on Report circulated and the preferred 4 Options	CRG members

aurecon

Item	Time	Discussion Topic	Speaker
5	10m	Aurecon response to CRG comments . • Some responses provided in written response / explanation notes already provided to Council • Summary of outstanding issues just identified • Comments on Letters from the Community – For Council decision not CRG. Provided as Information only. • Process of responding – Aurecon to prepare explanation notes for Council to review and decide whether further work or amendments would be required.	GA
6	5 – 10m	General discussion and Vote: – (if a consensus from CRG can be provided)	All
7	10m	Outline of next steps • Respond to issues raised by CRG • Council to consider Aurecon responses • Based on Aurecon's recommendation, CRG comments etc and Aurecon's responses PSG will decide on routes to be taken to Council • Aurecon to amend draft Shortlist paper as appropriate to include documentation of CRG's general response • Aurecon and PSG to take recommendations to Council for approval • Presentation of shortlist routes to Community • Community comment period • Development of formal route corridors • Analysis of route corridors, including discussions on how particularly northern routes could be adapted or supplemented to remove southern traffic from Murray Street • Recommendation of final route • CRG to consider final route recommendation and provide comment to PSG • Aurecon to respond to CRG comments • PSG to consider Aurecon recommendations, CRG comments and Aurecon response • PSG to approval final recommendation • Aurecon / PSG to present to Council	GA / NA
8	5m	Timelines	GA
9		Any other business	All

Council Meeting Running Order

Wednesday, 23 May 2012

Venue – COPACC **Present: Cr Stephen Hart (Mayor), Cr Brian Crook, Cr Lyn Russell, Cr Frank Buchanan, Cr Stuart Hart, Cr Geoff Higgins (from 1.20pm), Cr Chris Smith (from 3.00pm)** **Staff: Rob Small, Doug McNeill, Colin Hayman, Neil Allen, Maree Redmond** **Apologies: Jack Green**	
11.00 am	**Councillor Briefing Session** **Cr Crook, citing a conflict of interest (Alternative Heavy Vehicle Transport Route), left the meeting at 11.12am and returned at 11.20am.** **Cr Russell, citing a conflict of interest (Medical Student Accommodation), left the meeting at 12.03pm and returned at 12.08pm.**
12.17 pm	**Lunch**
12.45 pm – 2.10pm	**Councillor Briefing Session** **Cr Crook, citing a conflict of interest (Alternative Heavy Vehicle Transport Route), left the room for the remainder of the meeting at 1.45pm.**
3.00 pm	**Council Meeting**
5.25 pm	**In Committee Meeting**

Colac Otway SHIRE

Agenda

Councillor Briefing

Wednesday, 30 May 2012
COPACC Meeting Room 2
12.00 pm – 1.00 pm

ATTENDEES:

Cr Stephen Hart (Mayor), Cr Buchanan, Cr Stuart Hart (until 12.15pm), Cr Russell
Rob Small (CEO)
Colin Hayman (GM, Corporate & Community Services)
Jack Green (GM, Sustainable Planning & Development)
Neil Allen (GM, Infrastructure & Services)
David Testa (Financial Operations Coordinator)

Mike Said (Chairperson, Audit Committee)

Apology:
Cr Crook, Brett Exelby

Agenda Topics

12.00 pm	**Declaration of Interest** **Nil**	
12.00 pm – 1.00 pm	**Audit Committee Chairperson's Report to Council**	Mike Said

Confidentiality Statement:

This briefing is deemed confidential under section 89(2) (a) (d) and (h) of the Local Government Act 1989 as it refers to personnel matters, contractual maters and any other matter which would prejudice the Council or any person

Rob Small
Chief Executive Officer

Colac Otway SHIRE

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. ***{See over for Explanation/Guide Notes}***

Assembly Details:

Date: …30……/…5……/……12..……

Time: ……1 pm to 4 pm……

Assembly Location: ...COPACC – Meeting Room 1.....
(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices – Nelson Street, Apollo Bay

In Attendance:

Councillors: ……Crook…/……Russell…/……Stuart Hart…/…Buchanan……

……/……/……/……

Officer/s: ……Vicki Jeffrey/……Adrian Healey/…Cayley Robinson/……

……/……/……/……

Matter/s Discussed:…Festival & Events Support Scheme 2012-13 – Assessments of funding...

……$60,000 in the scheme to be distributed……

(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

Conflict of Interest Disclosures: (refer page 5)

Councillors: ……/……/……/……

……/……/……/……

Officer/s: …Vicki Jeffrey/……/……/……

……/……/……/……

Left meeting at: …Did not leave but decisions about Birregurra Weekend Festival completed by others on the advisory panel.

Completed by: …Vicki Jeffrey ……

Colac Otway SHIRE

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: **5 June 2012**

Time: **2.00 pm – 3.30pm**

Assembly Location: Colac Otway Shire SP&D Offices, 101 – 105 Gellibrand Street, Colac.

In Attendance:

Councillors: Cr Stuart Hart and Cr Geoff Higgins

Officer/s: Adam Lehmann, Ian Seuren, Michael Swanson, Mick Cosgriff

Matter/s Discussed: 2012 / 13 Small Town Improvement Program Allocations

Conflict of Interest Disclosures:

Councillors: Nil……/……/……/……

……/……/……/……

Officer/s: Nil ……/……/……/……

……/……/……/……

Left meeting at: N/A

Completed by: Mick Cosgriff, Economic Development Officer.

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. ***{See over for Explanation/Guide Notes}***

Assembly Details:

Date: 6 / 6/ 2012

Time: **2.30pm – 5.00pm**

Assembly Location: COPACC Rehearsal room

(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices – Nelson Street, Apollo Bay

In Attendance:

Councillors: Mayor Cr Stephen Hart /Cr Stuart Hart/Cr Chris Smith.
Apologies – Cr Brian Crook

Officer/s: Ian Seuren, Manager Recreation, Arts & Culture/Jodie Fincham, Recreation Co-ordinator/ Lisa Loughnane/ Karen Patterson/ Rhonda Deigan

Matter/s Discussed: Grants/Community Funding Advisory Committee assessment of Community Funding Applications for 2012/13

(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

Conflict of Interest Disclosures: (refer page 5)

Councillors:
……/……/……/……

……/……/……/……
…

Officer/s: Ian Seuren – Colac Cricket Club

……/……/……/……..

Left meeting at: Colac Cricket Club application was not discussed in detail, therefore Ian Seuren did not leave the room.

Completed by: Jodie Fincham, Recreation & Events Co-ordinator.

Colac Otway SHIRE

Agenda

Councillor Workshop

Wednesday, 13 June 2012
COPACC Meeting Room
9.00 am to 5.05 pm

ATTENDEES:

Cr Stephen Hart (Mayor), Cr Buchanan (until 4.55pm), Cr Crook, Cr Stuart Hart (from 9.15am to 11.45am & 1.05pm to 5.05am), Cr Smith (from 10.30am to 10.35am & from 1.00pm to 1.15pm)), Cr Higgins (until 2.10pm), Cr Russell
Rob Small (CEO)
Colin Hayman (GM, Corporate & Community Services) from 10.15am
Jack Green (GM, Sustainable Planning & Development)
Neil Allen (GM, Infrastructure & Services)

Part: Brett Exelby, Paula Gardiner, Ranjani Jha, Gillian Austin (Aurecon), Damian Drum (RDV), Enzo Bruscella and Gayle Seddon (BRWMG), Ronan Corcoran, Mohammed Cheema and Edwin Fung (Arup Consulting), Janet Forbes, Doug McNeill, Katrina Kehoe, Rhonda Deigan, Gemma Browning, Ben Dohrmann (Hansen Partners)

Apology:

Agenda Topics

9.00 am	**Declaration of Interest** **Cr Lyn Russell and Cr Chris Smith**	
9.00 am – 9.30 am	**Planning Committee Briefing Session**	Doug McNeill & Katrina Kehoe
9.30 am – 10.30 am	**Alternative Heavy Vehicle Transport Route Update**	Neil Allen & Gillian Austin (Aurecon)
10.30 am – 11.00 am	**Planning Committee Meeting**	
11.00 am – 11.45 am	**Apollo Bay Settlement and Boundary Review**	Doug McNeill & Don Lewis, Gemma Browning & Lisa Riddle (Planisphere)
11.45 am – 12.45 pm	**Regional Development Victoria**	Damian Drum MLC
12.45 pm – 1.00 pm	**Lunch**	
1.00 pm – 1.15 pm	**Special Council Meeting – 2012/2013 Budget Submissions**	Brett Exelby & Rhonda Deigan
1.15 pm – 2.00 pm	**Budget 2012/2013**	Brett Exelby
2.00 pm – 2.45 pm	**Birregurra Neighbourhood Character Study**	Doug McNeill, Don Lewis, Gemma Browning & Ben Dohrmann (Hansen Partners)

2.45 pm – 3.30 pm	**Apollo Bay Drainage Strategy**	Paula Gardiner & Ronan Corcoran, Mohammed Cheema and Edwin Fung (Arup Consulting)
3:30 pm – 4:20 pm	**On Farm Composting**	Ranjani Jha, Janet Forbes, Enzo Bruscella and Gayle Seddon, BRWMG
4:20 pm – 5:05 pm	**Wye River & Separation Creek Waste & Recycling**	Ranjani Jha & Janet Forbes

YOUTH COUNCIL

Minutes of the Colac Otway Youth Council held on 16 April 2012 at 4.00pm, COPACC

ITEMS & ACTIONS	RESPONSIBLE PERSON	ACTION DUE DATE
ATTENDEES: **Youth Councillors:** Josh Smith, Nara Langdon, Lucy Vesey, Bec Whitaker, Tegan McNamara, Jessi Kerr, Darcy Evans, Audrey McQuillan, Tegan Braid **Mentors:** Kerri Bauer, Cr Chris Smith & Cayley Robinson		
APOLOGIES: **Emma Warton, Tim Smith, Shane Richardson, Ebony Reid**		
Meeting called to order at 4.03pm.		
1.0 MINUTES OF THE LAST MEETING: **N/A** "That the minutes of the meeting 26/03/2012 be adopted". Minutes moved, Darcy, seconded Amy **CARRIED**		
2. CORRESPONDENCE: **IN** – COOL Award Invitations **OUT –** Thank you letter – John and Jean Correspondence moved Tegan, seconded Darcy. **CARRIED.**	**Secretary**	
3. Youth Safety/Health Seminar - Councillors waiting to hear from Emma if similar seminars are being planned for around the same time.		
5. COOL AWARDS - Youth Councillors RSVP to Cayley for the COOL Awards. - Chris talked about the running of the COOL Awards. Josh and Nara have been nominated for an award from youth council.	ALL	

ITEMS & ACTIONS	RESPONSIBLE PERSON	ACTION DUE DATE
- Cayley is to remind Shane about the COOL Awards.		
6. DO Care - Do Care- Chris had a conversation from a Do Care worker. They arranged for someone from Do Care to come and talk to youth council about what do care is and does. Youth Council decided that Do Care would come and talk at a meeting soon. - Moved Darcy, seconded Tegan B. **CARRIED**	Chair/Emma	
7. Youth Council Colac Herald Column - Cayley talked to Youth Council about what the column is and what sort of photo works best for the paper. She also talked about what topics can be used. Cayley talked about how to present it and due dates for it. - The first question will be featured in next week's photo. Ideas for the column include - CDFL Football/netball season starting, fence around the park in Memorial Square, cyber bullying, drink driving, teenage drinking, Apollo Bay Music Festival, kids affected by parents' drinking. - Youth Council decided that the first question will be about the Apollo Bay Music Festival. Colac Youth Council asked people how they thought Youth behaviour was at Apollo Bay Music Festival. - Jessi delegated to complete column at Apollo Bay Music Festival. Moved Tegan M, seconded Tegan B. **CARRIED**	Chair Jessi	Tues 24th, April
8. Colac Otway Marketting Strategy – May 7 - Chris explained what Mike Barrow (Colac Otway Shire Economic Development manager) would discuss with youth council. Chris talked about attending a seminar with Mike and commitment to going. - Mike arrived at 4.41pm. Mike talked about including youth council in a marketing strategy to bring people into the community. Mike talked about how he wants youth council to help create a 'brand'. Mike proposed talking to YC's after school one day to brainstorm ideas from a young person's perspective. He wants to us to help spread the word, the seminar would take about an hour and a half. Councillors available Monday May 7th. It would be held at COPACC. Nara, Bec, Jessi, Audrey, Tegan B, Josh, Amy, Tegan M, Lucy, Kerry all volunteered to attend the presentation. Youth Council will attend, Tegan M, seconded Darcy. **CARRIED**		

ITEMS & ACTIONS	RESPONSIBLE PERSON	ACTION DUE DATE
9. ANZAC DAY - Chris talked about the ANZAC march. Youth Councillors have the opportunity to march in the parade and then 2 youth councillors will lay a wreath. Youth Councillors showed great interest in attending.		
10. Possible visit to Govonor House - Chris talked about a possible outing to the Governor's House. Chris expressed how pleased he was with the way Youth Council presented themselves at the Governor's Civic Reception the best day of YC to go visit parliament house on a Thursday so we can see a sitting. Chris discussed possible dates. - The youth council will attend parliament house and the government house. Moved-Jessi seconded- Darcy **CARRIED**		
11. Other Business - Youth Expo meeting – reminders for Shane, josh and Jessi to attend meetign at Neighbourhood House, April 23rd - Youth Health Hub Survey – Chris distributed permission forms for Ycs to complete surveys at next meeting.		
12. YC Whip Arounds - Tegan and Darcy had ideas from their parents and friends. – dangers of energy drinks, fence around the park. - Bec contributed some names and numbers for the youth expo. - Amy talked about how people asked her about her meeting the governor. - Josh said the movie for the hike will be finished soon - Nara talked about an event during the next school holidays. - Lucy talked about giving blood if you're over 16, she strongly advised doing it as it is a good cause. Youth Councillors signed a card for John and Jean. Other business moved, Jessi, seconded Tegan B. **CARRIED**		
NEXT MEETING: ➢ 4pm 30th April, 2012 at Rehearsal Room, COPACC ****Rember to bring a notepad and pen**** **Meeting closed: 5.10pm**		

YOUTH COUNCIL

Minutes of the Colac Otway Youth Council held on 14 May 2012 at 4.00pm, COPACC

ITEMS & ACTIONS	RESPONSIBLE PERSON	ACTION DUE DATE
ATTENDEES: **Youth Councillors:** Josh Smith, Nara Langdon, Lucy Vesey, Bec Whitaker, Tegan McNamara, Jessi Kerr, Darcy Evans, Audrey McQuillan, Tegan Braid **Mentors:** Kerri Bauer, Cr Chris Smith & Cayley Robinson		
APOLOGIES: **Emma Warton, Terry Woodcroft, Ebony Reid, Nara Langdon**		
Meeting called to order at 4.03pm.		
1.0 MINUTES OF THE LAST MEETING: **N/A** "Minutes not submitted"		
2. CORRESPONDENCE: **IN** – nil **OUT –** nil **CARRIED.**	**Secretary**	
3. VISIT TO GOVENOR'S HOUSE - Chris Smith – nothing to report. Still waiting on date to be confirmed.	**Chair/Chris**	
5. YOUTH COUNCIL COLUMN - Work Experience based topic - Question "What did you do for work experience and what new skills did you gain?" - Josh delegated to complete column. -other options for later date "What is the best thing about being young and living in Colac?", "Is it easy to find part time work in Colac? Why/Why not?"	ALL	

ITEMS & ACTIONS	RESPONSIBLE PERSON	ACTION DUE DATE
6. OBI BUSINESS AWARDS LAUNCH - Kerri asking for volunteers to attend business awards launch at COPACC on Wednesday 16th to help serve food and assist with launch. 6pm start possibly only half hour commitment but YCs welcome to stay for the launch. Dress neat casual. Opportunity to meet business owners and network. - Volunteers, Josh, Tegan and Audrey. **CARRIED**	Chair/Kerri	
7. YOUTH COUNCIL WHIP AROUNDS - Amy – "Cluster" between Apollo Bay, Laver's Hill and Lorne schools a success. - Chris – proposed getting a Youth Council 2012 T Shirt to discuss at later date. - Tim – proposed redesigning T Shirt. - Shane – attended marketing strategy enjoyed contributing to Colac branding. - Youth Council decided that the first question will be about the Tegan Mc – Well done Cayley and Red Door Theatre for The Wedding Singer Production. Well done to Amy for winning at the Sports Cluster. - Jessi – iRisk presentation – good parts but overall not great. Didn't connect with their age group like it should have. Comments from friends that Robinson family presentation was far more affective. - Josh – liked iRisk but only one part of the presentation (car accident). - Audrey – YC should fundraise to get bike racks installed at the train station. - Lucy – attended announcement for funding hydro-pool at Blue water fitness centre.	Chair Jessi	
8. DO CARE (4.30pm) - Chris Modra from Do Care made a presentation to Youth Council about their services and the different ways to volunteer. - Jessi said she was involved in shopping trips with DO Care at School and she and her friends loved the experience and would like to be involved again. - Suggested to Chris that YC assist in planned programs, extra shopping trips, attend an afternoon tea. Chris will take ideas back to DO Care and report back at a later date.		
9. YOUTH EXPO - Lucy proposed Expo name that group developed at marketing Strategy presentation "Linking Life and Leisure" with the subtitle		

ITEMS & ACTIONS	RESPONSIBLE PERSON	ACTION DUE DATE
"For YOUth" Moved Tegan McNamara, 2nd Tegan Braid. - Theme for artwork – links ie chain or human chain (people in sporting outfits, scouts, business, art, dance ect...) - Oryana Reid and Tyson Graham have confirmed they will be available to speak at expo. - Rotary has confirmed the will sponsor $2,000 to the expo.		
10. YOUTH COUNCIL SUPPORTING A CHARITY - Lucy suggested raising money for Heartfelt Cards – two Colac girls create cards to sell with all profits supporting HeartKids. Idea to have a donation bucket at the Expo, selling the cards at the expo. - Cayley (on behalf of Bec) Thank You Water. Youth Council to find a business in Colac to stock Thank You water. Jessi suggested approaching the schools to sell the water as well. Even having the water available at The Expo. ACTION - Lucy to invite Heartfelt cards to the next meeting, Cayley to bring info n Thank You Water. - Moved – Darcy 2nd Tegan B	Lucy Cayley	May 28th
NEXT MEETING: ➢ 4pm 28th May, 2012 at Rehearsal Room, COPACC ****Rember to bring a notepad and pen**** **Meeting closed: 5.01pm**		

Colac Otway SHIRE
Naturally Progressive

Old Beechy Rail Trail Committee Meeting

MINUTES of the Old Beechy Rail Trail Committee
held on Monday 2 April 2012
at 10.00 am – 12.30 pm

ITEMS & ACTIONS	RESPONSIBLE OFFICER	ACTION DUE DATE
1. ATTENDEES:		
Christine Humphris, Anthony Zappelli, Phil Dandy, Noel Barry, Jodie Fincham (Colac Otway Shire), Tony Grogan (Chair)		
2. APOLOGIES:		
Tricia Jukes, Craig Clifford (DSE), Steve Trotter		
3. CONFIRMATION OF MINUTES FROM PREVIOUS MEETING:		
Taken as read, accepted.	Tony Grogan (Chair)	
Welcome: • Ian Seuren Manager Recreation, Arts & Culture		
4. BUSINESS ARISING:		
Colac Specialist School • Council has an easement through this property • OBRT Minutes – General Business 2003 mentioned this issue. Discussion indicated that school was aware of issues with easement. Issues raised: - Supportive of trail using the easement - Screening plantings to be provided • Objection has now been received from Colac Specialist school in 2012. Peter Dohnt prepared design work for easement in 2005. • Colac Specialist school enrolments have increased significantly since school established. • First sign of objection from the school was through correspondence received from Terry Mulder and Darren Cheeseman's office raising concerns. • School issues: - Not enough open space - Planting of award winning gardens - Land locked, don't have enough space for increasing enrolment - School has a strong objection to running trail through site	Ian Seuren	
• Easement of 3m, school would not impede on playing area of children. There are drains needed there from Tony Grogan's memory. • Chain link fencing 1.8m was to go on that side and plantings on inside • No objection were raised by the school at the time of	Tony Grogan	

ITEMS & ACTIONS	RESPONSIBLE OFFICER	ACTION DUE DATE
discussions in 2003 • Rail Trail Committee already gone a long way to accommodate the school, there was a deal of compromises. • We now have funding to go through Specialist School. As we have the funding we need to ask the question of why not do it now? • Funding agreement states – need an 11km of trail off road. • There is sensitivity around the objection. Council Community Advisory Committee in favour and specialist school opposed. • We need to consider the safety of the public. There would be a reduction in the number of road crossings if go through Specialist School Section. • The Committee has a history of giving away public easements • Need to be aware of potential negative PR angle for Committee and for Council, if we proceed with using the easement. • Using the easement through the school would provide access for pedestrians and bike traffic to school, library. • Suggestion for representatives of OBRT and Colac Specialist School to meet with Council officers to discuss issues and to understand each other's points of view. • Response has been sent from Council to the Colac Specialist School advising that OBRT will seek alternative routes. In hindsight, decision should have gone to the OBRT Committee. • Proposal to hold an onsite meeting with: - Colac Specialist School representatives - Ian Seuren - Tony Grogan - Chris Smith - Paula Gardiner - Noel Barry 'Friends'	Chris Smith Ian Seuren Noel Barry Tony Grogan Jodie Fincham Chris Smith Ian Seuren Jodie Fincham & Ian Seuren	
ACTIONS: Ian & Jodie to organise meeting. **Ian to send a copy of the letter sent to Colac Specialist School to Tony Grogan** • Ian Seuren wants to reiterate, should have brought issue back to the Committee.	Ian Seuren	
Election of Chairman • Tony Grogan would like to see someone else get experience in chairing. • Position of chairman is for a 12 month period. • In light of Council election, Chris Smith still interested in remaining on Committee. • Tony Grogan prepared to continue in the role for next 12 months *"Proceed with election 'That Tony Grogan continues as Chairman for next 12 months"*	Tony Grogan	

ITEMS & ACTIONS	RESPONSIBLE OFFICER	ACTION DUE DATE
Moved: Chris Smith **Second: Anthony Zappelli** **Carried**		
Tony Grogan was duly been re-elected for another 12 months (until April 2013)		
4.e Leave Trail closed on weekends for safety reasons		
Jodie Fincham advised following discussions with Cosworks (Andrew Daffy) and Midway (Glen Anderson) it was agreed that the trail would remain closed on weekends during the harvesting. Altering this arrangement would create confusion for trail users and additional work to position signage advising of opening/closure of trail.	Jodie Fincham	
Anthony Zappelli advised the following: • Midway, none of trucks are currently working in the area • Maybe an opportunity to open the trail up for rest of school holidays it up if there are no activities		
ACTION: Jodie Fincham to ring Glenn Anderson (Midway) to confirm if trail can be opened during school holidays.	Jodie Fincham	
CORRESPONDENCE ***IN:*** • Survey by Rail Trail Australia on Economic Impact of Trail • Rail Trail Connections Autumns 2012 Volume 18 Issue 1 • Friends of the Old Beechy Rail Trail Newsletter 32, March 2012		
ACTION: Committee members to distribute copies of survey to: - **Ridge Cafe** - **Nourished** - **Beech Forest Cafe** **Jodie Fincham to email copies of the survey flyer to:** - **Colac Visitor Information Centre** - **GORVIC**	All	
OUT:		
6. WORKS REPORT		
Refer to attached report provided by Capital Works Co-ordinator	John Wilson	
7. GENERAL BUSINESS		
• Youth Councillors walked the trail, most of it from Beech Forest to Gellibrand. - Great outing - Went through Midway section (permission provided by Steve Brauer)	Chris Smith	
• Reach arm needs to be done between Smith's double front gate near "Laughing Waters" property along trail.		

ITEMS & ACTIONS	RESPONSIBLE OFFICER	ACTION DUE DATE
ACTION: Cosworks. Jodie to contact and arrange.	Jodie Fincham	
BEECHY TRAIN • 2 train bookings towards end of April, Arthritis Group.	Chris Smith	
FRIENDS GROUP • Worked on section between Kawarren and Gellibrand. 5 cross arms up before the Rotary Fun Run was held. • Final 3 information signs up – Coram/Elliminyt, Colac reservoir • 9 small distance markers (3 on cross arms, rest on seats and bridges) • Rotary fun run – 200 participants • Coram – station sign up • Information signs • OBRT marker and sleeper seat • Needs more promotion • Coram – means 'From where you can see the lake" in Aboriginal. • Rail Trails Australia – Thanking for station name boards (has emailed Tony Grogan)	Noel Barry	
EXECUTIVE OFFICERS REPORT • Please refer to attachment. • All future Minutes to be included in Council Agenda and provided to Council.		
8. ITEMS FOR FUTURE MEETING		

Time Meeting Concluded: **12.30pm**

NEXT MEETING – Monday 4 June 2012, 10.00am COPACC

Old Beechy Rail Trail Committee

Capital Works Coordinator Report 2/4/2012

Works Report

- Fencing on section through Rick Humphris property is now complete. Cert of Prac. Comp. Issued on 29th February 2012. This fencing work is now under a 12 month "Maintenance Period", during which the fencers remain responsible for their fencing works.
- A portion of the Ditchley to Beech Forest section of the Trail, constructed by Marriner, had a fence installed that was plain wire only. Rick Humphris requested that this portion of the fence be electrified, to prevent cattle from pushing the non-barbed wire fence. Colac Shire has provided Rick with a solar powered electric fence energiser unit.
- Vegetation removal from Humphris gully has become problematic. The type of vegetation in the gully has been determined to be endangered, and so removal may need Ministerial approval, and even then after a range of "offsets" have been established. An alternative alignment around the southern edge of the gully has been suggested, but this will require further negotiation with Rick Humphris. There is no guarantee that veg. removal through the gully would be approved.
- Brian Consulting from Warrnambool has not been engaged to provide anything at this stage. Its estimate of time / dollars to perform the survey / design was quite high (survey est. at $13,000 to $27,000 plus accommodation and travelling; design est. at $3,500 to $4,000; boardwalk design est. at $15,000 to $20,000). In looking for a cheaper alternative the site was inspected by a fellow offering laser scanning. Unfortunately the dense vegetation within the gully makes the site unsuitable for laser scanning.
- Therefore the gully section is basically on hold at the moment.
- Re-vegetation plantings (2,400 plants) plus spot spraying, and some spraying of blackberries have been ordered for the Dinmont to Ditchley and Ditchley to Beech Forest sections, and should have already commenced, continuing over the next few weeks.
- For the Beech Forest to Ferguson section, we have decided to try to enhance the Project Delivery plans in-house by using whatever resources we can access.
- Stack site locations remain to be identified for the Ditchley and northerly section, to store removed vegetation, pavement materials, and retaining wall and culvert components.
- The Colac Special School section proposal has also had to be revisited, with vigorous opposition now from the school to the loss of land by fencing out the easement. The Shire is now considering alternative alignments.
- Emergency markers are required to be installed along the trail, as a condition of the grant. The current proposal is to install Emergency markers only at station locations, and at a few other important remote sites, possibly 20 locations as opposed to the 60 signs required if they were installed at 1km intervals. This proposal has not been costed, but should be somewhat cheaper than the $3,000 previously suggested for this aspect of the project. Installation has not been costed – perhaps this can be done in-house. Markers are 400mm x 100mm, and are available in either portrait or landscape orientation. Markers are a specific colour scheme, in accordance with the Guidelines.

John Wilson
Capital Works Coordinator

Colac Otway SHIRE

Old Beechy Rail Trail Executive Officer Report 2 April 2012

OLD BEECHY Rail Trail

RIDF Funding (Regional Infrastructure Development Funding)

- Interim report prepared and sent to funding body seeking an extension to timelines. Extension is required as it has now become apparent that due to the resignation of the Project Manager (Capital Works Co-ordinator), the time frames required to appoint a new Project Manager and the narrow window of opportunity to complete construction works at Beech Forest (due to weather conditions), Council will be unable to meet the agreed proposed timelines.

- Council has so far received two payment instalments throughout the life of the project totalling $250,000. The third payment instalment ($150,000) is due in May 2012 and the fourth ($100,000) at completion of the project in September 2012.

- Colac Otway Shire Council is seeking an extension to the proposed time frames and completion date from the original date 30 September 2012 to the revised date of 30 September 2013.

Colac Specialist School

- Council has been investigating use of the easement which runs along the east boundary of the Colac Specialist School to provide an off-road section of the Old Beechy Rail Trail. The easement is the original alignment of the former railway.

  The proposal has been discussed on a number of occasions with the Colac Specialist School Principal, and members of the school Council. The school has since raised a number of concerns and expressed its opposition to the proposal for the trail to use the easement through the school. Following consultation with school representatives, Council acknowledged the school's concerns and intends to seek alternative routes for the Trail other than the easement.

Condition of trail

- Cosworks inspection to be undertaken of entire trail 8 February 2012. Report attached.
- Damage to timber chicanes at Birnam station. Cost of damage estimated at $650 (materials and labour excluding GST.) Repairs undertaken in time before fun run.
- Coram section is completed (including installation of interpretive sign). Refer to attached images.

Maintenance

- Dynamic anti slip paint has been applied to two bridges near Wonga Road. One more bridge to be painted at Wonga Road plus another at Loves Creek.
  Vegetation around the bridge at Loves creek has been treated as it was growing up around the bridge.
- Reach arm still to slash from Kawaren to Frys road.

Old Beechy Rail Trail Executive Officer

Report 2 April 2012

Marketing Plan- Events

- Rotary Colac Fun Run event – Positive response received regarding the event and the drink bottles that were provided to entrants as giveaways.

OBRT Survey

- Survey currently featured on the following websites: Colac Otway Shire, Otways Tourism and Rail Trails Australia.
- New survey developed for 2012 incorporating tweaks based on advice received from participants.
- Survey results from 2011-2012 provided.

OBRT Brochure

- Reprint completed of 2500 in January 2012. Slightly different fold to previous version (provide sample).
- Refer to attached brochure distribution report for movement of brochures

Pedestrian Counters

- Data report presented with figures recorded from Friday 30 March 2012.
- Report with figures distributed to Committee.

THE STATE OF VICTORIA

- and -

Colac Otway Shire

DEED OF GRANT

Original prepared by:

VICTORIAN GOVERNMENT SOLICITOR

Amended by DSE October 2008

TABLE OF CONTENTS

Clause	Heading	Page No
1.	Interpretation	2
2.	The Project and the Funds	3
3.	Payment of the Funds	4
4.	Recipient's Warranties	6
5	Contributions	6
6.	Consultation, Project Management, Audit and Reporting	6
7.	Acknowledgment	6
8.	Indemnity and Insurance	7
9	Not used	7
10.	Compliance with Laws and Policies	7
11.	Negation of agency, partnership and employment	8
12.	Assignment and Sub-contracting	8
13.	Intellectual Property	8
14	Termination	9
15.	Service of notices and documents	10
16.	DisputeResolution	11
17.	Entire Agreement	11
18.	Severability	11
19.	Variation	11
	SCHEDULE 1 - Contract Details	13
	SCHEDULE 2 - Project Specifications and Scope of Works	14
	SCHEDULE 3 - Project Funds	14
	SCHEDULE 4 - Consultation, Project Management and State Policies	22

DEED OF CONDITIONS OF GRANT

This Deed is made the 23 day of May, 2012.

BETWEEN

THE STATE OF VICTORIA through the Department of Sustainability and Environment, of 8 Nicholson Street, Melbourne in the State of Victoria ("the State")

AND

Colac Otway Shire, ABN 32430819755, 2-6 Rae Street, Colac, 3250, in the State of Victoria.

("the Recipient")

RECITALS:

A. Under the direction of the Minister for Environment and Climate Change, the Department of Sustainability and Environment has made available funds to the Recipient for this project as part of the fifth round of funding under the Victorian Local Sustainability Accord. This project has been funded under the Regional Grants category of the funding program. The purpose of Regional Grant funding is to support the implementation of Regional Strategic Plans by facilitating partnerships of regional groups of rural councils, to work with communities to adapt to climate change.

B. The State grants and the Recipient accepts the Funds on the terms and conditions set out in this Deed.

NOW THIS DEED WITNESSES as follows:

1. Interpretation

1.1 In this Deed, unless the context otherwise requires:

"Background Intellectual Property" means Intellectual Property owned or controlled by a Party, including but not limited to Intellectual Property developed prior to or independently of this Deed, which the Party determines, in its sole discretion, to make available for the carrying out of the Project;

"Commencement Date" means the date so identified in Schedule 1 by which date the Project must commence;

"Completion Date" means the date so identified in Schedule 1 by which date the Project must be completed;

"Contribution" means a monetary or in-kind contribution by any person or body, including the Recipient, as specified in the Schedule 3, made for the realisation of the Project;

"Deed" means this deed of conditions of grant and the Schedules to this Deed;

"DSE" means the Department of Sustainability and Environment in the State of Victoria;

"Funds" means the maximum amount of funding to be provided by the State for the Project, as specified in Schedule 3;

"GST Act" means the *A New Tax System (Goods and Services Tax) Act 1999* (Cth) as amended;

"GST Law" means the GST Law as defined in the GST Act and includes any Act of the Parliament of Australia that imposes or deals with GST;

"Intellectual Property" means all copyright, patents and all rights in relation to inventions, registered and unregistered trademarks (including service marks) and registered designs, trade secrets and know-how, all rights under the Circuit Layouts Act 1989 (Cth), and all other intellectual or intangible property;

"Minister" means the Minister administering the *Environment Protection Act 1970 (Victoria)*;

"Project" means the project so identified in Schedule 2.

"Recipient's Representative" means the person nominated in Schedule 1 who shall represent the Recipient for the purposes of this Deed or such other person whom may subsequently be appointed by the Recipient and notified in writing to the State; and

"State's Representative" means the person nominated in Schedule 1 who shall represent the State for the purposes of this Deed or such other person whom may subsequently be appointed by the State and notified in writing to the Recipient.

1.2 Clause headings in this Deed are for convenience of reference only and have no effect in limiting or extending the language of the provisions to which they refer.

1.3 A recital, schedule, annexure or a description of the parties forms part of this Deed.

1.4 In this Deed, unless a contrary intention appears:

(a) a reference to any legislation shall include any Act of Parliament and any subordinate legislation, rule, regulation, order or instrument made thereunder and shall include any statutory modification, substitution or re-enactment of such legislation;

(b) if a party to this Deed consists of more than one person those persons shall be jointly and severally bound under this Deed;

(c) a reference to a party to this Deed includes the executors, administrators, successors and permitted assigns of that party;

(d) a reference to an individual or person includes a corporation, partnership, joint venture, association, governments, local government authorities and agencies;

(e) if a word is defined, cognate words and phrases have corresponding definitions;

(f) words importing a gender include any other gender and words in the singular include the plural and vice versa;

(g) a reference to "dollars" or "$" is a reference to the lawful currency of Australia;

(h) a reference to a recital, clause, schedule or annexure is a reference to a recital, clause, schedule or annexure to this Deed each of which forms part of the Deed.

1.5 Where there is a variation or inconsistency between the provisions of the Schedules to this Deed and the provisions of clauses 1 to 19 of this Deed the provisions of clauses 1 to 19 shall prevail.

1.6 This Deed shall be subject to and construed in accordance with the laws of the State of Victoria.

2. The Project and the Funds

2.1 The Recipient shall commence the Project by the Commencement Date and shall complete the Project by the Completion Date detailed in Schedule 1.

2.2 The Recipient shall carry out and complete the Project in compliance with the specifications set out in Schedule 2 and any other requirement contained in this Deed.

2.3 The Recipient shall complete the works for an amount not exceeding the total project costs detailed in Schedule 3.

2.4 Funds shall be provided to the amount specified in Schedule 3.

2.5 By signing this Deed, the recipient verifies any contributions specified in Schedule 3.

2.6 The Recipient shall not use the Funds for purposes other than the Project.

2.7 The Recipient acknowledges and agrees that, unless otherwise provided in Schedule 3, the Funds must not be used to pay for or to subsidise the payment of:

(a) services provided by employees of the Recipient in respect of the Project;

(b) services already being provided by contractors engaged by the Recipient.

2.8 The Recipient acknowledges that the State is not liable to pay for operating, maintenance, repair or any other ongoing costs in relation to or arising from the Project.

3. Payment of the Funds

3.1 The State shall pay the Funds to the Recipient on the dates specified in Schedule 3 and on submission of a tax invoice from the Recipient.

3.2 Where Schedule 3 provides for progress payments, a progress payment shall only be made by the State upon written certification from the Recipient's Representative (to the satisfaction of the State's Representative) that the requirements specified in Schedule 3 pertaining to a particular progress payment have been satisfied in accordance with the terms and conditions of this Deed and on submission of an invoice.

3.3 The Recipient acknowledges and agrees that any interest earned on any part of the Funds shall be used solely for the purposes of the Project.

3.4 Upon satisfactory completion of the Project, the Recipient shall repay to the State any unexpended part of the Funds.

3.5 The Recipient shall keep complete records in relation to the expenditure of the Funds including quotations, invoices, receipts and shall provide to the State any such records for inspection if requested.

3.6 Taxes, Duties and Government Charges

3.6.1 The parties acknowledge:

(a) the operation of the GST Act, the *A New Tax System (Goods and Services Tax Transition) Act 1999*, and the PAYG Act from 1 July 2000;
(b) that the State may be liable for GST under the GST Act in relation to taxable supplies made under this Deed; and
(c) that the State may be obliged under the PAYG Act to withhold 46.5% of a payment to the Recipient under this Deed, unless the Recipient has quoted a valid ABN to the State.

3.6.2 Except as provided in clause 3.6.3

(a) as between the State and the Recipient, all Taxes shall be borne by the Recipient, and no amount shall be payable by the State to the Recipient in addition to the Original Grant Payable in respect of any Tax or Tax Change; and
(b) the Original Grant Payable does not include an amount to cover any liability of the Recipient for GST in relation to any taxable supply by the Recipient to the State under this Deed.

3.6.3 The State and the Recipient agree that if the Recipient is liable to pay GST in relation to a taxable supply under this Deed, the Original Grant Payable shall be increased by an amount which fully covers the Recipient's GST liability, except to the extent that the Original Grant Payable includes an amount to cover the GST liability of the Recipient.

3.6.4 Notwithstanding any other provision of this Deed, the State may withhold any payment under this Deed until the Recipient has given the State a tax invoice in accordance with the GST Act in relation to any taxable supply by the Recipient to the State under this Deed in respect of which the Recipient is liable for GST.

3.6.5 Where, subject to 3.6.3, the Original Grant Payable was increased by an amount which fully covered the Recipient's GST liability and after satisfactory completion of the Project, there remain unexpended Funds, the Recipient will provide an adjustment note and shall repay to the State this amount.

3.6.6 If a payment to a party under this Deed is a reimbursement or indemnification, calculated by reference to a loss, cost or expense incurred by that party, then the payment will be reduced by the amount of any input tax credit to which that party is entitled for that loss, cost or expense that party is assumed to be entitled to a full input tax credit unless it proves, before the date on which the payment must be made, that its entitlement is otherwise.

3.6.7 In this clause:

(a) 'adjustment note', 'supply', 'tax invoice', and 'ABN' have the same meaning as in the GST Act;

(b) 'GST Act' means the *A New Tax System (Goods and Services Tax) Act 1999*;
(c) 'Original Grant Payable' means the Grant payable as per schedule 3.
(d) 'PAYG Act' means the *A New Tax System (Pay As You Go) Act 1999*; and
(e) 'Tax' means any tax, duty or government charge imposed or levied in Australia or overseas in connection with this Deed or the performance of obligations under this Deed, or which affects the cost of performance of obligations under this Deed, whether applying at the time this Deed is made or at a later time (including, without limitation, GST).

4. Recipient's Warranties

The Recipient hereby warrants:
(a) that it has verified the Contributions committed to the Project and is aware of no reason why any Contribution shall not be forthcoming;
(b) that the Project shall be carried out in compliance with this Deed;
(c) that it shall provide to the State any information or documents requested in relation to the Project;
(d) that it shall co-operate with and participate in any monitoring or audit activities carried out on behalf of the State.

5. Contributions

5.1 In the event that any Contribution is withdrawn or is not paid or supplied when due, the Recipient must immediately notify the State's Representative.

5.2 In the event that any Contribution is withdrawn or is not paid or supplied when due, the Recipient acknowledges:
(a) that the State shall not be liable to pay any amount in excess of the Funds to cover any resulting funding shortfall; and
(b) that the State shall be entitled to elect to revoke its grant of the Funds or, if any part of the Funds has already been paid to the Recipient, to cease any further payment of Funds to the Recipient.

6. Consultation, Project Management, Audit and Reporting

6.1 The Recipient shall consult with any persons or bodies specified in Schedule 4 in relation to the Project.

6.2 If so provided in Schedule 4, a Project Control Group shall be formed comprising the persons there specified. The Project Control Group shall exercise the powers and carry out the functions specified in Schedule 4.

6.3 The Recipient acknowledges that the Project may be the subject of an audit conducted on behalf of the State at any time, upon reasonable notice.

6.4 Within 30 days after the Completion Date or the completion of the Project, whichever is the later, the Recipient shall provide to the State's Representative:

(a) a statement of compliance signed by two (2) office bearers of the Recipient certifying:

(i) that the Funds have been expended solely for the purposes of the Project; and

(ii) that the terms and conditions of this Deed have been complied with, or, where any terms or conditions have not been complied with, the reasons for such non-compliance; and

(b) a financial report detailing expenditure in relation to the Project.

7. Acknowledgment

The Recipient shall give due acknowledgment of the funding provided by the State in any materials or activities relating to the Project including any signage, publications, media releases, statements, interviews, launches and ceremonies.

8. Indemnity and Insurance

8.1 The parties acknowledge that:

a. the Recipient is insured by MAV Insurance Liability Mutual Insurance and that the State is insured by the Victorian Managed Insurance Authority;

b. it is unnecessary to include a release, indemnity or insurance provision in this Deed. The insurance of both parties is adequate to cover foreseeable losses arising out of each of their own potential liabilities. The parties agree that any insurance or indemnity issue arising under this Deed will be determined having regard to the common law principles of liability; and

c. they will advise the other party if they cease to be insured with their current insurer and that an amendment to this Deed may then be required.

9. Not used.

10. Compliance with Laws and Policies

10.1 The Recipient shall ensure that in carrying out the Project it shall comply with:

(a) the requirements of the provisions of all relevant Acts of the Parliament of the Commonwealth;

(b) the requirements of the provisions of all relevant Acts of the Parliament of the State;

(c) the requirements of all ordinances, regulations, by-laws, orders and proclamations made or issued under any Acts referred to in paragraphs (a) and (b) above or any Ordinances including industrial awards; and

(d) the lawful requirements of public and other authorities in any way affecting or applicable to the Project.

10.2 The Recipient shall comply with any State policies applicable to the Project as specified in Schedule 4.

10.3 In carrying out the Project, the Recipient shall comply with any policies, guidelines, plans, statements, codes of practice, standards, principles, agreements, memoranda of understanding, documents or requirements specified in Schedule 4.

11. Negation of agency, partnership and employment

11.1 Nothing in this Deed shall be deemed to constitute the Recipient, its officers, agents, sub-contractors or employees as agents, partners or employees of the State and the Recipient shall ensure that they do not so represent themselves.

11.2 The Recipient its officers, agents, sub-contractors and employees are not authorised to incur, and shall not incur, any obligation or make or purport to make any representation on behalf of the State except with the express written instructions of the State's Representative.

11.3 The Recipient indemnifies and shall keep the State indemnified against:

(a) any obligation to make payments to the Recipient's officers, employees, sub-contractors and other personnel engaged in relation to the Project, and

(b) any obligation to pay any related statutory taxes, fees, levies or charges.

12. Assignment and Sub-contracting

12.1 The Recipient shall not assign, novate or sub-contract its rights or obligations under this Deed without the prior written consent of the State.

12.2 In giving its consent, the State may impose such terms and conditions as it considers appropriate.

12.3 The Recipient shall be fully responsible for carrying out the Project notwithstanding that the Recipient has assigned or sub-contracted the performance of any part of the Project.

12.4 The Recipient shall ensure that terms on which it engages any sub-contractors or other persons to perform any part of the Project shall not derogate from the rights of the State under this Deed and shall not otherwise be inconsistent with the terms and conditions of this Deed.

13. Intellectual Property

13.1 The Recipient acknowledges and agrees that the ownership of all Intellectual Property created specifically and exclusively in relation to the Project vests in the State upon creation.

13.2 The Recipient assigns ownership of all Intellectual Property to the State and will ensure that its employees, contractors and agents execute all documents and do all things necessary to assign to the State all such rights. Notwithstanding anything to the contrary set forth herein, the Recipient and each of its subcontractors shall retain all rights in their intellectual capital (including their methodologies, ideas, know how, techniques, models, tools, skills, generic industry information, knowledge and experience, and any graphic representations of any of these) possessed or acquired prior to the Project.

13.3 Clause 13.1 does not apply to Background Intellectual Property belonging to the Recipient or others employed in relation to the Project where the Recipient has given prior written notice to the State advising of such ownership.

13.4 The Recipient grants to the State a perpetual, non-exclusive, paid-up licence to use all Background Intellectual Property referred to in clause 13.3 for the purposes that the State considers fit.

13.5 The Recipient warrants to the State that any Intellectual Property provided by the Recipient and embodied in or used in connection with the Project is the sole property of the Recipient or the Recipient is legally entitled to use the Intellectual Property for the purposes of the Project.

13.6 The State grants to the Recipient a perpetual, non-exclusive, paid-up licence to use the Intellectual Property referred to in clause 13.1 for purposes consistent with the intent of the Project.

13.7 The Recipient must indemnify and keep indemnified the State against any costs, losses, expenses or damages incurred by the State by reason of the Recipient's failure to comply with this clause 13.

13.8 Intellectual Property in all manuals, drawings, computer programs and other information provided to the Recipient by the State for reproduction or guidance in relation to the Project remains vested in the State. This information must not be used or reproduced for any other purpose without the prior written approval of the State's Representative.

13.9 The Recipient must procure from any of its employees or agents that produce or contribute to the production of any Document any Moral Rights consents required by the State.

13.10 The Recipient must ensure that any consent it obtains pursuant to this clause 13.8 is given genuinely and is not obtained by duress or as a result of a false or misleading statement.

13.11 The Recipient's obligations pursuant to this clause 13 survive the suspension, expiration or termination of this Deed.

14. Termination

14.1 If a party to this Deed fails to carry out any of its obligations or duties under this Deed, the party not in breach may by notice to the party in breach specify the breach and request that the breach be remedied within 14 days after receipt of such notice.

14.2 If the defaulting party fails to remedy the breach within the period specified in a notice given under sub-clause 14.1, the non-defaulting party may terminate this Deed forthwith.

14.3 If the Recipient:

(a) being a partnership, company or other composite body undergoes a change in its structure which, in the reasonable opinion of the State's Representative, limits the capacity of the Recipient to carry out the Project or may affect the Recipient in carrying out its obligations and duties under this Deed;

(b) goes into liquidation or a receiver and manager or mortgagee's or chargee's agent is appointed or becomes subject to any form of insolvency administration or arrangement, or in the case of an individual, becomes bankrupt or enters into a scheme or arrangement with creditors;

the State may terminate this Deed immediately by giving notice in writing to the Recipient's Representative.

15. Service of notices and documents

15.1 All notices or documents required to be delivered or served by one party to this Deed on the other may be delivered or served by delivering or sending them by pre-paid post, facsimile, pre-paid courier as follows:

(a) to the State at the address which is set out in Schedule 1; and

(b) to the Recipient at the address which is set out in Schedule 1.

15.2 A notice or document shall be taken to be delivered or served as follows:

(a) in the case of delivery in person, when delivered;

(b) in the case of delivery by post, two business days after the date of posting; and

(c) in the case of facsimile transmission, on receipt by the sender of a transmission report from the despatching machine showing the date of transmission, the relevant number of pages, the correct telephone number of the destination facsimile machine and the result of the transmission as satisfactory,

but if the result of the foregoing is that a notice would be taken to be given or made on a day which is not a normal business day in the place to which the notice is sent or is later than 4.00 pm (local time) it will be taken to have been duly given or made at the commencement of business on the next normal business day in that place.

15.3 The provisions of this clause 15 are in addition to any other mode of service permitted by law.

16. Dispute Resolution

16.1 If a dispute arises out of this Deed the parties agree to endeavour in good faith to settle the dispute in accordance with this clause 16.

16.2 A party claiming that a dispute has arisen must give written notice to the other party specifying the nature of the dispute.

16.3 Within 10 business days of a notice being given in accordance with clause 16.2, the State's Representative and the Recipient's Representative must meet and attempt to negotiate a resolution of the dispute.

16.4 If the dispute is not resolved within 5 business days of the meeting held in accordance with clause 16.3, the dispute must be referred to the Secretary of DSE and the Chief Executive Officer or Managing Director of the Recipient (as applicable), who must attempt to negotiate a resolution of the dispute as soon as possible.

16.5 If the dispute is not resolved within 10 business days of the referral to the persons described in clause 16.4, or within such further period as the parties agree, then the dispute must be referred to the Minister.

17. Entire Agreement

17.1 This Deed constitutes the entire agreement between the State and the Recipient in relation to the Project and any previous correspondence is expressly excluded.

17.2 The State and the Recipient declare that there are no extraneous agreements, representations or undertakings either express or implied which affect this Deed.

18. Severability

Any provision in this Deed which is invalid or unenforceable is to be read down if possible, so as to be valid and enforceable, and if that is not possible, the provision shall, to the extent that it is capable, be severed to the extent of the invalidity or unenforceability, without affecting the remaining provisions.

19. Variation

A variation of this Deed shall only be made by agreement in writing by the parties.

EXECUTED as a Deed

In witness whereof the Parties have executed this Deed on the date first written above.

SIGNED SEALED AND DELIVERED
by Mr Adam Fennessy,
Deputy Secretary Natural Resources and Environmental Policy
Department of Sustainability and Environment
for and on behalf of the
STATE OF VICTORIA in the presence of:

....

....

SIGNED SEALED AND DELIVERED
By Mr Rob Small
Chief Executive Officer
Colac Otway Shire
for and on behalf of
Colac Otway Shire
in the presence of:

S. White .....

....

COLAC OTWAY SHIRE COMMON SEAL

30/5/2012

SCHEDULE 1

Contract Details

(cl. 2.1)	**Commencement Date:**	20 June, 2012
(cl. 2.1)	**Completion Date:**	30 June, 2015
(cl. 1.1)	**State's Representative:**	Patrick Shaw Sustainability Officer South West Region Phone 5235 7205 Email Patrick.shaw@dse.vic.gov.au
(cl. 15.1)	**State's Address for service of notices:**	Department of Sustainability and Environment 58 Main Road, Gellibrand, 3239
(cl. 1.1)	**Recipient's Representative:**	Stewart Anderson Manager Environment and Community Safety Colac Otway Shire Phone 5232 9414 Fax 5232 1046 Email stewart.anderson@colacotway.vic.gov.au
(cl. 15.1)	**Recipient's Address for service of notices:**	PO Box 283, Colac, 3250

SCHEDULE 2

Project Specifications and Scope of Works

Climate Resilient Communities of the Barwon South West

(cl. 1.1) **Project:** To assist ten municipalities and project partners in South West Victoria to undertake adaptation planning and identify high risks and opportunities that are common to all partners and allow collective projects and sharing of resourcing to build capacity to manage risks and exploit opportunities to build community resilience to extreme climate events.

(cl. 2.1) **Project Specifications:**

Background:

Across the south west region of Victoria, authorities are challenged with the task of understanding the implications and impacts associated with climate variability. Local Government has a high level of exposure to these impacts. Some well resourced Councils have made investment to investigate how these changes will impact their communities, enabling them to prepare response plans. Alternatively other less well resourced Councils, who may also have to manage exposure, have a restricted response due to the lack of resources, knowledge and capacity.

State and Federal government have made significant investments into understanding climate variability and the potential impacts. However, the outcomes of these investigations are often established at a high level perspective, making their application to regional or local level problematic. This project will consolidate all relevant information on climate variability for local government areas in the Barwon South West region to enable Councils to identify the high risk – high consequence impacts for the community and implement strategies to manage these in order to build resilience to extreme climate events.

The project will build on the findings of the National Climate Change Adaptation Research Facility (NCCARF) Adaptation Research Network, in particular to learn from the case studies and explore critical success factors to understand how the region is able to identify opportunities for adaption works as traditionally there has been a focus on risk identification and treatment of harmful risks only. In addition the project will propose and test engagement tools that will focus on gaining executive support and buy in as well as influencing and creating ownership of the project amongst local government staff from different business areas.

As part of the communication planning, the project will investigate what is required to integrate this work into existing organisational processes and timelines, such as Council Plans, annual budgets and business plans.

The objectives of the Climate Resilient Communities of the Barwon South West project will be successfully implemented through the following three phases:

- Investigation of what is known and has been learnt previously;
- Identification, prioritisation and implementation of actions to address high risk-high consequences impacts; and
- Elevation and communication of the effectiveness and learnings.

Previous climate resilience projects will be reviewed to identify where they have been either successful or unsuccessful in the delivery of the identified objectives. This exercise will be completed parallel to the climate variability information gathering (e.g. latest CSIRO science), which will assist in determining the most effective engagement opportunities to identify the high risk – high consequence impacts for the community.

High Priority projects that can be completed within the constraints of the project will be scoped and delivered to build the resilience of the community. It is envisioned that these projects will include examples such as climate adaption plans, as well as training and knowledge sharing opportunities for municipalities and partner organisations to ensure climate variability is considered in decision making processes.

Objectives and outputs:

The project aim will be achieved by delivering the following core objectives:

1. **Increased collaboration, communication and knowledge sharing between local government and partner organisations.**

   A range of initiatives will be delivered to increase collaboration, communication and knowledge sharing between the key stakeholders. Examples include information forums, focus groups, case studies, workshops and presentations that will build the capacity of staff in local government and partner agencies to understand and plan for climate variability impacts.

   As part of the communication planning, the project will investigate what is required to integrate this work into existing organisational processes and timelines, such as Council Plans, annual budgets and business plans.

   It is important to note that these initiatives will be ongoing throughout the life of the project and where possible linked to meetings of the Project Reference Group. This approach will enable learning's to be built upon and effectively communicated throughout the subsequent stages of the project.

2. **Reports for each municipality identifying the local risks and opportunities, what has been done to address them and what needs to be done next.**

   A review of previous climate variability projects will be completed to identify key learnings, specifically what approaches were undertaken for successful or unsuccessful outcomes to be realised.

   A desktop assessment of climate variability research, policy, plans and relevant projects will be completed for each municipality. A range of resources (both government and non government) will be explored in this assessment. This will bring together all current relevant information, specific to a municipality, into one single reference.

   From this document, a strategic discussion will be held in each municipality with representatives from lead agencies in this field and the local community. These engagement opportunities will identify and rank the key risks relevant to each municipality. These engagement opportunities will identify the threats and opportunities associated with the risks. A report will be provided for each municipality on the findings.

3. **A Regional Report identifying the regional risks and opportunities, what has been done to address them and what needs to be done next at a regional scale.**

   All information compiled from the ten discussions and local reports will be combined into

a Regional Report. The Regional Report will examine the risks and opportunities from each of the local reports and identify common trends. Higher priority risks-consequences will be identified for the Barwon South West region, and these will form the basis for scoping high priority projects.

4. **Prioritisation and initiation of regional projects that develop local resilience responses that are relevant to each of the 10 municipalities.**

   The Project Control Group, in consultation with the Project Reference Group, will examine the fully scoped high priority regional projects that need to be addressed to improve the resilience of communities in the Barwon South West.
   The highest priority regional projects that can be achieved within the constraints of this three year project will be initiated.

5. **Increased resilience of communities to climate variation and extreme events in South West Victoria.**

   Specific project plans will be developed for the highest priority regional project. These projects will be carried out with project partners to increase the resilience of communities to respond to climate variability impacts (e.g. development of adaption plans or targeted training programmes). A final report will be developed that reviews the outcomes and achievements delivered through the three year project.

6. **Communication of the project outcomes and processes**

   Following the completion of these regional projects, a review of the success of the project against the original objectives will be completed. Particular effort will be applied to communicating the outcomes of the project and the evaluation to those embarking upon similar projects throughout other regions within Victoria, as identified in the communications plan. Additional to this, efforts will be made to communicate these learnings to other municipalises and organisations outside of the project area, to assist them in understanding and responding to climate variability impacts and responses.

The Recipient will deliver the specific milestone deliverables set out in the following table:

Milestone Number	Milestone Description	Performance Measure	Due Date	Amount *(not including GST)*
1	• Attend Accord project planning workshop • Establish Project Control Group • Appoint Project Manager • Develop a project logic process	• Accord project planning workshop attended • Project Control Group established (to the State's satisfaction) with state government representation • Terms of Reference for the Project Control Group endorsed by Project Control Group and completed to the State's satisfaction • Project logic plan completed • Milestone report endorsed by Project Control Group and completed to the State's satisfaction	30 June 2012	$75,000
2	• Develop and finalise project plan • Development of a collaboration, communication and knowledge sharing action plan	• Project plan developed that clearly identifies: - budget - desired outcomes - planned outputs - key activities - stakeholder engagement activities - communications activities - evaluation activities - risk management activities - a work plan for the project. • Project plan endorsed by Project Control Group and completed to the State's satisfaction • Collaboration, communication and knowledge sharing action plan endorsed by Project Control Group. • Implementation initiated in line with the action plan • Milestone reported endorsed by Project Control Group and completed to the State's satisfaction	30 October 2012	$50,000

3	• Review of knowledge base • Strategic discussions with each municipality • Identify high priority risks	• Desktop analysis of existing knowledge to update climate variation predictions for each municipality in the South West region. • Gap analysis of greenhouse inventories, mitigation and adaptation approaches from each municipality as baseline. • 10 engagement opportunities that identify the major risks and opportunities from the municipal perspective, and the high priority project required to address them. • 10 reports from the above engagement opportunities completed. • Two regional forums that align with the needs identified in the collaboration, communication and knowledge sharing action plan. • Two case study presentations on completed climate variability response projects provided by municipality hosting regional forum. • Generic regional climate adaptation plan template developed. • Milestone report endorsed by Project Control Group and completed to the State's satisfaction	30 June 2013	$75,000
4	• Develop regional climate resilience report • Identify priority approaches • Mid term review	• 10 Municipal climate resilience reports synthesised into one Regional Report that identifies the trends across the municipalities and identifies priorities for regional projects. • One regional forum that aligns with the needs identified in the collaboration, communication and knowledge sharing action plan. • One case study presentation on a completed climate variability response project provided by municipality hosting regional forum. • Mid-Term report to review the direction and outcomes of the project (incorporating evaluation and monitoring results). • Milestone report endorsed by Project Control Group and completed to the State's satisfaction	30 October 2013	$75,000

5	• Priority regional projects addressing high risk/high consequence scoped	• High risk and high consequence priority regional projects scoped that deliver local resilience responses of value to the municipalities (e.g. targeted training programme, climate resilience adaption plan etc.) • Two regional forums that align with the needs identified in the collaboration, communication and knowledge sharing action plan. • Two case study presentations on completed climate variability response projects provided by municipality hosting regional forum. • Milestone report endorsed by Project Control Group and completed to the State's satisfaction	29 February 2014	$125,000
6	• High priority regional projects implemented and completed.	• High priority regional projects completed that deliver local resilience responses of value to the municipalities • Milestone report endorsed by Project Control Group and completed to the State's satisfaction	31 March 2015	$150,000
7	• Final project report • Compile financial report on entire project • Submit Project Completion Report	• Final project report developed that clearly articulates completed project activities, achievements, lessons learnt and evaluate success. • Financial report details and confirms project expenditure, with sign-off from a council finance officer as per clause 6.4 of the Deed of Grant. • Financial and project report endorsed by Project Control Group. • Project Completion Report submitted and completed to the State's satisfaction.	30 June 2015	$50,000

Milestone Reports

Milestone reports must consist of a statement against the milestone deliverables listed above as well as a summary of the project funds expended to date.

The State will review the Milestone report to ensure that it meets all reporting requirements prior to payment.

Tax Invoices

Invoices must contain the following:
Invoice Number
DSE Contract Number
DSE Purchase Order Number
Milestone Number
Payment $XXXXX + GST = $XXXXX
Accord Round 5 Project: **"Climate Resilient Communities of the Barwon South West"**

SCHEDULE 3

Project Funds

cl. 1.2 & 2.4	1. **Funds:**	Works	$600,000
		GST	$60,000
		Total Funds	$660,000
cl.1.2, 2.5 & 4(c)	2. **Contributions:**		
	Cash:	Works	$146,000
		GST	$14,600
		Total Funds	$160,600
	In Kind (GST not applicable):	Works	$156,500
		Total Contributions	$317,100
cl. 2.3	3. **Total Project Costs: (Funds plus Contributions)**	Works	$902,500
		GST	$74,600
		Total Funds	$1,051,700

cl. 3.2 **4. Progress Payments:**

Milestone	Amount (ex GST)	Milestone due date:
1	$75,000	30/06/2012
2	$50,000	30/10/2012
3	$75,000	30/06/2013
4	$75,000	30/10/2013
5	$125,000	29/02/2014
6	$150,000	31/03/2015
7	$50,000	30/06/2015
Total	$600,000	

(cl.2.7) **5. Recipient's Services:** $115,000 for project management costs undertaken by a Colac Otway Shire Employee. 0.4 FTE for a 3 year period inc. oncosts.

SCHEDULE 4

Consultation, Project Management and Policies

(cl. 6.1) **1. Consultation:**

The Recipient shall consult with representatives from the following agencies as appropriate:

Colac Otway Shire, City of Greater Geelong, Glenelg Shire, Golden Plains Shire, Corangamite Shire, Borough of Queenscliffe, Moyne Shire, Southern Grampians Shire, Surf Coast Shire, Warrnambool City Council, Barwon Water, Committee for Geelong, Corangamite CMA, G21 Geelong Regional Alliance, Geelong Chamber of Commerce, Glenelg Hopkins CMA, Great South Coast Group, Wannon Water and Western Coastal Board.

(cl. 6.2) **2. Project Control Group:**

2.1 The Project Control Group shall consist of representatives from the following agencies/organisations:

2x Colac Otway Shire representatives (including Chair)
1x DSE representative
1 representatives from the G21 Reference Group
1 representatives from the Great South Coast Reference Group
1x Project Manager/s

2.2 The powers and functions of the Project Control Group are as follows:

- Establish a project logic/plan that is inclusive of project outcomes, outputs and key milestones, as well as community engagement, risk management and learning/evaluation plans
- Manage the development of project briefs/tenders and/or other consultancies as relevant to meeting the project objectives and milestones and approve any deviations and/or modifications from the agreed plan/s
- Engagement with all project partners, including provision and eliciting of feedback on draft plans, issues papers and other relevant project documentation
- Ensure resources are committed and recommendations to the auspice agency on sign-off of each stage of the project/milestones
- Provide appointed Project Manager/s with strategic direction and support
- Determine method for dispute resolution

(cl. 10.2) **3. State Policies:**

The Recipient shall comply with relevant State policies.

(cl. 10.3) **4. Policies, Guidelines, Plans etc.:**
In carrying out the Project, the Recipient shall comply with the following:

The Accord Communications Guide