



Colac Otway  
SHIRE

**AGENDA**

ORDINARY COUNCIL MEETING  
OF THE  
COLAC-OTWAY SHIRE  
COUNCIL

24 APRIL 2013

at 3:00 PM

COPACC Meeting Rooms

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

# COLAC-OTWAY SHIRE COUNCIL MEETING

24 APRIL 2013

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#### CHIEF EXECUTIVE OFFICER

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NOTICE is hereby given that the next *ORDINARY COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL* will be held in COPACC Meeting Rooms on 24 April 2013 at 3.00 pm.

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## **AGENDA**

### **1. OPENING PRAYER**

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

### **2. PRESENT**

### **3. APOLOGIES**

### **4. MAYORAL STATEMENT**

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

Colac Otway Shire encourages 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.

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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 27/03/13.

**Recommendation**

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

## OFFICERS' REPORTS

### Chief Executive Officer

- OM132404-1 CEO'S PROGRESS REPORT TO COUNCIL
- OM132404-2 GREAT SOUTH COAST GROUP

### Corporate and Community Services

- OM132404-3 DRAFT ACTIVE TRANSPORT STRATEGY
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- OM132404-10 DRAFT COUNCIL PLAN 2013-2017 AND STRATEGIC RESOURCE PLAN 2013-14 TO 2016-17

### Infrastructure and Services

- OM132404-11 NOTICE OF RESCISSION - COLAC BYPASS
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- OM132404-13 COLAC HEAVY VEHICLE BY-PASS STUDY
- OM132404-14 PORT OF APOLLO BAY - AUDIT OF PORT SAFETY AND ENVIRONMENT MANAGEMENT PLAN

### Sustainable Planning and Development

- OM132404-15 DOMESTIC ANIMAL MANAGEMENT PLAN
- OM132404-16 PETITION RE LOCAL LAWS RELATING TO DOGS AND THEIR OWNERS
- OM132404-17 DRAFT COLAC OTWAY HERITAGE STRATEGY

### General Business

- OM132404-18 ASSEMBLY OF COUNCILLORS
- OM132404-19 MINUTES OF THE OLD BEECHY RAIL TRAIL COMMITTEE

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



**CHIEF EXECUTIVE OFFICER**

<b>ITEM</b>	
<b><u>CHIEF EXECUTIVE OFFICER</u></b>	
<b><u>OM132404-1</u></b>	<b><u>CEO'S PROGRESS REPORT TO COUNCIL</u></b>
<b><u>OM132404-2</u></b>	<b><u>GREAT SOUTH COAST GROUP</u></b>



**OM132404-1****CEO'S PROGRESS REPORT TO COUNCIL**

AUTHOR:	Rhonda Deigan	ENDORSED:	Rob Small
DEPARTMENT:	Executive	FILE REF:	CLF11/24

**EXECUTIVE****2013/2014 Colac Otway Shire Council Budget**

Councillors, members of the Executive Management Team and managers have attended a number of workshops aimed at establishing a Colac Otway Shire Council budget for the next financial year. This has involved a significant contribution from all involved in ensuring that Council can continue to meet the demands for services and infrastructure from our ratepayers and to meet Council's legislative responsibilities from the State and Federal Governments.

**Great South Coast Group**

The Great South Coast Group Board met in Hamilton on 5 April 2013. The meeting was attended by the Mayor and included the following agenda items:

- Great South Coast Skilled Migration Program Presentation
- Great South Coast Regional Marketing and Resident Attraction Program Presentation
- Great South Coast Branding Options
- Executive Officer Recruitment
- Great South Coast Priority Projects
- Great South Coast Food and Fibre Data Project.

**Launch of G21 Regional Growth Plan**

The Mayor and Acting CEO attended the launch by the Minister for Planning, the Honorable Matthew Guy MP, of the G21 Regional Growth Plan in Geelong on 11 April 2013.

The G21 Regional Growth Plan (the Growth Plan) is one of eight plans developed across the state to manage growth and was developed in partnership with the five G21– Geelong Region Alliance Councils (Colac Otway, Golden Plains, Surf Coast, Queenscliffe and Greater Geelong), state government departments, Corangamite CMA and the Committee for Geelong.

The purpose of the Growth Plan is to manage growth and land use pressures to 2050. The Growth Plan provides a regional land use and settlement planning framework which will guide local level planning and infrastructure planning. It pulls together the strategic land use and growth planning already done across the region and sets out where future residential and employment growth will occur and the critical infrastructure required to support it.

The G21 Regional Growth Plan has been informed by three stages of community and stakeholder communication and engagement. The directions of the Growth Plan have been underpinned by nine key principles and an understanding of:

- the key linkages within the region and to other regions including Melbourne

- the key challenges for growth including managing infrastructure needs, climate variability, providing housing choice and reducing car usage and protecting our environment and natural resources
- areas vulnerable to growth including significant natural environments, areas vulnerable to inundation and flooding, erosion and fire etc;
- the regions significant assets and competitive advantages which support our economy, landscape and lifestyle
- the importance and role of other projects including other Growth Plans, the Metropolitan Strategy, G21 priority and pillar projects as well as strategies such as the CCMA's Regional Catchment Strategy.

The Growth Plan has been endorsed by each of the five G21 – Geelong Region Alliance Councils.

### **South West Sustainability Partnership**

As chair of the South West Sustainability Partnership Committee, the CEO attended a meeting of the committee on 15 April 2013 in Warrnambool. As this group is overseeing the implementation of the Street Smart Lighting Project, the meeting considered funding commitments of participating councils and the management of the project.

### **Meriba Services Club of Colac – “Pioneers and Suffragists”**

The Mayor attended a reception held by the Meriba Service Club of Colac on 23 April 2013 for the presentation of complimentary copies of the book, “Pioneers and Suffragists” to community groups. Written by Merrill O'Donnell and Stephen Brooks, the book features the individual stories of 350 pioneering women from Colac and the surrounding districts who withstood untold hardship, loneliness and grief whilst establishing the foundations of the community we live in. These women were also among the 30,000 women who signed the Monster Petition in support of Victorian women being granted the vote.

## **CORPORATE & COMMUNITY SERVICES**

### **Library Services**

#### **Corangamite Regional Library Corporation (CRLC)**

#### **Draft Library Plan and Strategic Resource Plan**

At the Board meeting on 11 April 2013, the Board considered the Draft Library Plan and Strategic Resource Plan 2013-2017.

The Plan sets out the Strategic Objectives and Key actions for the 4 year period. The Plan will be advertised for a 4 week period providing the public an opportunity to make submissions on the Library and Strategic Resource Plan.

#### **Proposed 2013/14 CRLC Budget**

A proposed budget for 2013/14 has been prepared and forwarded to member municipalities. The CEO of the Library has presented to each of the municipalities on the budget.

The presentation to Colac Otway also included details on the Colac Library Annexe.

Council's contribution to the CRLC will be considered as part of the Council's budget. A report on the Library budget will be included in the May 2013 Council agenda.

**Tomorrow's Libraries**

The Ministerial Advisory Council on Public Libraries is seeking public submissions regarding a report on the future of Victorian Public Libraries.

The Board considered a response to the report at the meeting. Council has also forwarded a submission regarding the report.

**Apollo Bay Library**

The new Apollo Bay Library will be opened to the public on Wednesday 24 April 2013.

The new library provides:

- Increased Library Space
  - An increased new library space to increase book storage space and allow the flexibility to provide programs. The previous library was very limited due to the size of the facility.
- Children's Area / Program Space
  - A Children's Area / Program Space next to the library extension. This has been provided for an area for children's books and storytelling. This area can also be programmed for other library programs. The children's space and the ability to provide programs were identified as one of the highest priorities for the community in previous research.
- Multimedia/Study Area
  - A new space has been provided for a Multimedia/Study Area. This area connects the Library and the neighbourhood house. This area is IT focused and will have a partnership approach between the library and the Neighbourhood House programs.

The library has been funded by contributions from the State Government, Otway Health and the Council.

The library will be officially opened by Minister Mulder on Friday 14 June 2013.

**HEALTH & COMMUNITY SERVICES****Children & Family Services****Feedback from the Early Years Indigenous Forum**

We have had some very positive feedback about the Indigenous Forum held 20 March 2013. Around 30 professionals from a wide cross-section of the early years sector within Colac Otway attended the forum and were treated to three high quality speakers.

An outcome from the forum was to develop a working party comprised of representatives from the early years sector to look at the new Early Years Framework and the national curriculum and how we can link it to our local community and culture, which would be an exciting venture.

**Barwon Medicare Local**

Council's Children & Family Services Coordinator has had talks with the Paediatric Network Coordinator for Barwon Medicare Local. The Coordinator is mapping services particularly around health, community and education for children aged 0-18 years, as well as working with services across the Barwon Region to help identify what services work well, what don't, if there are any gaps and possible solutions.

**Older Persons & Ability Support Services (OPASS)**

Staff from the OPASS Unit have been attending a number of training sessions over the past few weeks, including First Aid training and refresher courses. A number of Community Care Workers also attended training in the Active Service Model local approach.

A group of Team Leaders and Senior Community Care Workers attended a Home and Community Care forum in Geelong on "Good Practice in Person Centred Care". The group also had a presentation from South West Do Care which outlined their services and support for older people in the community.

Sunday "Out and About" day trips for seniors have commenced for 2013. The first trip was to Ballarat for a meal and an outing. "Out and About" trips are held monthly. Further information can be obtained by contacting the OPASS office.

**Rural Access Community Services**

Council's Rural Access Project Officer continues to map and analyse early year's frameworks and disability employment services in the shire to develop a current understanding of local support for families with young children with a disability and opportunities for employment in regional businesses.

"Back to Back Theatre" from Geelong have agreed to support the development of a three dimensional float and a possible street theatre routine symbolising the barriers faced by people with disabilities. It is intended that the float will be both a moving and stationary display so that it is suitable for a variety of occasions and purposes. The float could be used by community groups, disability specific service providers, and the Special Development School in local events such as Colac Kana, Birregurra Festival, fetes and local agricultural shows. Rural Access will seek funding from a variety of sources for the theatre company to support the creation of the float by local people with disabilities.

The Colac Disability Network has suggested a triathlon event as part of the activities for International Day of People With Disability. Rural Access is supporting the applications for funding and the development of both local and sports association partnerships to organise the event.

**ILOP (Improving Liveability for Older People) Presentation**

Two ILOP Ambassadors and two Council officers presented a paper to the MAV Positive Ageing Conference in Melbourne on 14 March 2013. Keynote speakers at the conference provided international, national and state perspectives on research, studies and opportunities. This conference was attended by representatives from 56 municipalities and conversations following our presentation were very positive. We have had a number of requests from other municipalities and COTA (Council of the Ageing) to talk further about this project and how it can be introduced into other communities.

**Public Health & Wellbeing Planning**

The G21 Health and Wellbeing Pillar and officers from each municipality within the G21 Region, together with "the drawing board" consultancy and Deakin University have prepared for and organised Stakeholder Forums for each municipality. There were around 30 people at the Colac Otway forum, including Councillors McCrickard and Crook. Local priorities for Colac Otway included:

- Supporting Healthy Behaviours
- Mental Health
- Nutrition & Food Security
- Models for Community Action
- Physical Activity.

A Regional Forum was held in Geelong on 5 April 2013 to prioritise regional issues. The priorities from all stakeholder forums will be used as part of the gathering of information to develop the regional and local plans.

**Bang the Table** has prepared an online survey and discussion forum for community members to feedback thoughts on their health and wellbeing issues. This is available on a webpage created for the G21 Health and Wellbeing Plan at the following site <http://g21healthandwellbeingplan.com.au/>.

## RECREATION ARTS AND CULTURE

### EVENTS

#### **Birregurra and Warncoort Open Studio Weekend – (Saturday 30 March and Sunday 1 April 2013)**

Visitors to Birregurra met the makers in their own studios and learnt about their crafts, inspiration and story while touring the Otways. Studios included pottery, wool products and spinning, textiles, olives and art. Free children's activities, Jazz and stalls galore were another feature at the Sunday market in the Birregurra park.

#### **Great Ocean & Otway Classic Ride Super Sprint – (Saturday 20 April 2013)**

The Super Sprint event briefly entered Colac Otway Shire as it travelled on the Birregurra Deans Marsh Road through the Otways Ranges on the way to Lorne. A recreational ride for all levels of cyclists, designed to increase participation in recreational cycling within the community as well as showcase the wonderful surrounds of Surf Coast Shire and Colac Otway Shire.

#### **FReeZA – 360 Degree All Stars – (Saturday 20 April 2013)**

The circus has been reinvented with breakdancing, basketball freestyling, BMX flatlanding and more. This event has given the FReeZA committee another wonderful opportunity to be exposed to diverse activities, learn new skills and be involved in workshops.

#### **Apollo Bay Music Festival – (Friday 26 to Sunday 28 April 2013)**

Large numbers are expected to celebrate the 21<sup>st</sup> Apollo Bay Music Festival (ABMF) in a reformed style. With the main stage now located in a huge circus tent, patrons will have the opportunity to listen to a variety of musical forms including jazz, blues, roots, pop and country. There will be a large kid's area, Yoga, Music Workshops, local food and beverages for everyone's enjoyment.

#### **FReeZA – The Next Wave Competition (Friday 26 April 2013)**

FReeZA will produce The Next Wave competition for the third year at the Apollo Bay Music Festival in the Mechanics Hall. Approximately 200 plus people of all ages are expected to listen to 10 bands chosen by the Colac FReeZA committee. First prize is a spot to play on the main stage at the ABMF in 2014 and second prize, a full days recording time.

### **Upcoming Events**

Events which will be held throughout the Colac Otway Shire in May 2013 include the Forrest 6 Hour Race (Saturday 4 May), 50<sup>th</sup> Colac Aerodrome Anniversary Open Day (Sunday 5 May), GOR Marathon (18 & 19 May in Apollo Bay) and the Duck Drop Derby (19 May in Colac).

## RECREATION

### **Central Reserve Oval Redevelopment**

The oval looks fantastic following an extremely good strike with the rye grass. Some unexpected warm weather through April has enabled the Santa Ana couch to continue to

grow. The purchase of a new specialised grounds mower will allow Cosworks to maintain the oval from the start of May 2013.

### **Community Funding Program 2013/14**

Colac Otway Shire Council's annual Community Funding Program and the Festival and Events Support Scheme, opened on 22 March 2013. Both funding programs provide clubs, event organisers, community groups, schools and other organisations an opportunity to access funding for a range of projects.

Information sessions took place in Colac and Apollo Bay in April to discuss funding criteria, the application process and relevant requirements with officers.

Application forms and funding guidelines for both funding programs are available at Council's customer service centres in Colac and Apollo Bay, and on Council's website [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au). Council Recreation officers are available to meet with community members to discuss applications in further detail if required until applications close 3 May 2013.

### **Elliminyt Playspace landscaping**

Landscaping of the Elliminyt Playspace is proposed to take place during May 2013 when the weather has cooled. Plants and semi established trees will be planted, putting the finishing touches on this very popular playspace. Signs indicating "children crossing" and playground ahead have also been installed to remind vehicle users of the new use of the space.

### **Colac Secondary College Community Sports Field**

Council, in partnership with the Colac Secondary College, has commenced the design process for the new sports field at the school. It is anticipated that levelling works will commence within the next two months following the final demolition of the old school buildings on the site.

### **Beeac Tennis Club**

Construction of three new asphalt courts at Beeac has commenced and is progressing well. New fencing will also form part of this project. Completion is expected by May 2013.

### **Otway Districts Netball Facilities Upgrade**

Construction of two new courts and shelters at the Gellibrand Recreation Reserve has been successfully completed. Home and away change rooms and amenities will be completed at the end of the 2013 netball season.

## **COPACC**

### **School Holiday Program**

Drawing, cartooning and drumming workshops were a popular success in the April 2013 school holidays with the drawing workshops both sold-out.

### **Saturdays at COPACC**

In Term 2 COPACC are offering junior and senior drama classes, art club, ukulele lessons and belly dancing through its Saturdays @ COPACC programs. The program continues to be popular, with regulars asking for longer terms.

### **Business Events**

Advance bookings for May are strong, with COPACC hosting two amateur productions.

### Season update

360 Allstars, an urban reinvention of circus, is on track to sell out all three performances in mid-April 2013.

### BLUEWATER FITNESS CENTRE

#### Redevelopment Project

The design phase of the project continues on schedule with tender documentation due to be completed mid-May 2013. It is still anticipated that construction works will commence in October 2013. Officers continue to investigate possible facilities to relocate the gymnasium and dry program service.

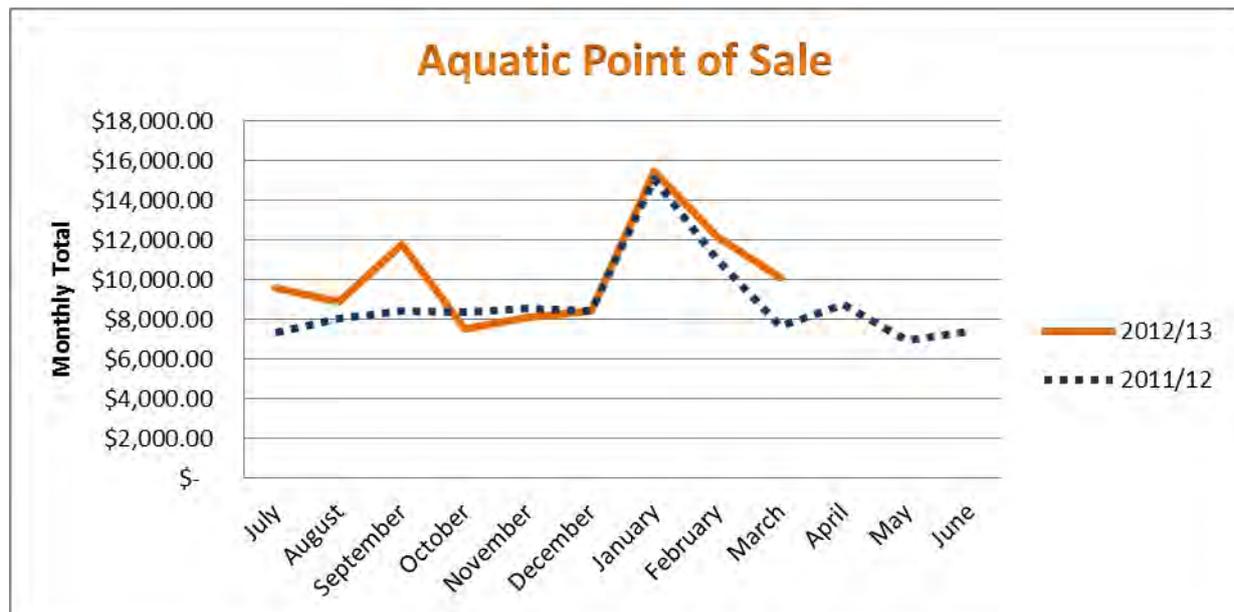
#### Patronage

There were 4,275 membership visits and 1,707 casual visits to the centre during the month of March 2013. The membership visitation dropped by 8% after last month's record visitation. Although when compared to the same time last year it has proven to be a busy month and shows an increase of 19% when compared to March 2012 and 15% when compared to March 2011.



Aquatic Point of Sale (graph below) which includes aquatic casual entry, multi-pass sales and aquatic programs shows a 38% increase on this time last year (excludes Learn to Swim programming). For the 2011-12 financial year March was the third lowest month for aquatic point of sale. This year, although there is an expected decline following the summer months of January and February, March has been a much busier month.

Aquatic Programs such as Water Moves which is averaging 20 participants three sessions per week and the Aqua Balance program have contributed to the increase. To cater for the demand there will be two additional aqua balance classes each week starting in Term 2.



### Programs

Mission 3 of Bluewater's boot camp will commence on the 22 of April 2013. It will be run using a similar structure of three morning group sessions. Due to the diminishing light at night the sessions will be held primarily at Bluewater, Eastern Reserve and Western Oval where lights can be accessed. It is hoped to have another 60 plus people participate in the program.

### Stadium usage

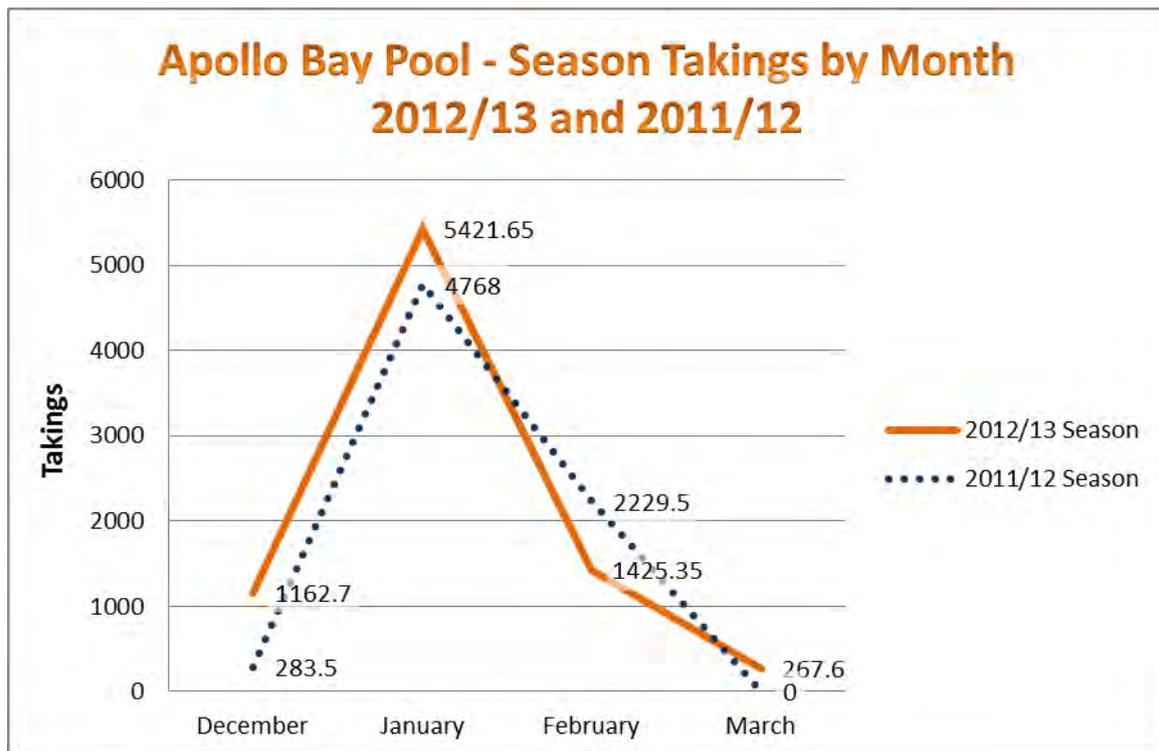
The Otway Derby Dolls have booked the stadium for the remainder of the year on Tuesday and Thursday nights. The use of the stadium for roller derby is seen as a trial, to gauge whether the sport negatively impacts on the stadium flooring. This will help determine whether they will be able to use the redeveloped facility, which will have brand new floors, as their home rink.

The Colac Night Netball Association have booked the stadium for Monday and Wednesday nights. The Netball Association will again run their All Abilities competition on Monday nights. Their season starts at the beginning of Term 2.

Isolate Dance Festival, a new initiative of Kate Meade Dance School was conducted in the Bluewater Fitness Centre stadium. The event attracted over 400 people with popular dance choreographers such as Jason Coleman attending the event and running workshops for participants. The event is likely to become an annual event with the aim of attracting over 700 people from across regional Victoria.

### Apollo Bay Pool

The total takings at the pool from the 2012/13 season compared with the 2011/12 season are indicated in the graph below. The figures include aquatic entry, multi-pass and kiosk sales.



Over all, the facility experienced a 13.7% increase in takings in the 2012/13 season when compared to the previous year. Some of the contributing factors may include:

- Overall opening hours increased by almost 50% to include provision of morning lap swimming two mornings per week and after school swimming two afternoons per week for February and March. Also as no public holidays fell on weekends in December the pool was open for 5 weekends compared to the previous year's 3 weekends in December.
- The pool wasn't open in March 2012 so a comparison can't be drawn. It was well worth being open in March especially considering the favourable weather this year.

### **Vicswim**

Apollo Bay Swimming Pool had 147 enrolments, compared with Bluewater's 98 enrolments. This program has proved popular in Apollo Bay providing a good school holiday activity as well as due to the fact that there is no access to learn to swim lessons year round.

## **INFRASTRUCTURE & SERVICES**

### **GENERAL MANAGER INFRASTRUCTURE & SERVICES**

#### **G21 Projects**

The General Manager Infrastructure & Services has been heavily involved with G21 in reviewing the G21 Public Transport Strategy. This has involved preparing for a Community Forum in Colac on Tuesday 14 May 2013 in COPACC from 2.00 – 5.00pm. The Forum will be based on a "World Cafe" format where members of the community are invited to attend and discuss public transport issues confronting the municipality. Guest Speakers will also present. A Community Survey is available on the website ([www.G21Transport.com.au](http://www.G21Transport.com.au)) and Council encourages community members to participate in the survey and have their say on public transport.

**Wye River Waste Water Management**

Education of Waste Water Management continues in Wye River with a community stall and door knocking occurring over the Easter period to raise community awareness with owners, visitors and holiday makers about the issues associated with septic tank maintenance and management.

**CAPITAL WORKS UNIT****Local Road Review**

Colac Otway Shire recently engaged GHD Consulting Pty Ltd to undertake a Local Road Network Review aimed at providing a costed and long term improvement program for its strategic local roads.

A particular focus of the review will be Freight and Heavy Transport routes as these are considered a key to a prosperous municipality. As such Council recently held a 3 hour workshop, where key transport industry representatives were invited. Unfortunately only representatives from the Dairy Industry were able to attend, however, their input was invaluable and helped to determine which routes are currently being used for the movement of freight and which routes are envisaged for the future.

Operators who were unavailable to attend have been invited to comment to help provide a well rounded assessment of the current main freight routes. On assessment of the information gathered, GHD and Council will then undertake a road tour to assess some of the key 'issue roads' as identified by freight operators.

**Cressy Shelford Road**

Permit approvals have been sought and granted to undertake works to construct a formal fire access track in place of the current graded fire break along the Cressy Shelford Road.

The formalisation of the track is identified in the Cressy Shelford Road Grassland and Rehabilitation Management Plan approved by Department Sustainability & Environment (DSE) in September 2011. Formalisation of the fire access track seeks to enhance the access to the Cressy Shelford Road as a strategic fire break while also providing substantial conservational benefits through limiting the disturbance created by the annual grading of the control line.

The project is to be undertaken in several sections. Applications for external funding to help complete future sections are currently being assessed by the CFA.

**Bridge Renewal Program**

Environmental assessments have been conducted for this year's bridge renewal program. The works program requires a number of environmental considerations to minimise the impacts around waterways with high conservation values. Several bridges are included in the program for upgrade and replacement. Works have commenced and two of four bridges allocated upgrades in the program have been completed with the remaining works expected to be completed in May 2013.

**Old Beechy Rail Trail***Ditchley to Dinmont*

Tenders closed for the construction of the trail through the gully section of the Ditchley to Dinmont Station trail on 27 March 2013. Tender evaluation has been completed and awarded with works anticipated to commence early May 2013.

### **Project Development and Design**

Detailed design and development is continuing for a number of future projects, with many construction projects finished or nearing completion. Reconstruction works on Seymour Crescent have been completed, finishing the road reconstruction program for 2012/13. The reconstruction of the Gellibrand Netball Court has been completed in time for the 2013 Netball season. The installation of sub-soil drainage works in Murray Street, Apollo Bay has also been completed, which will dry out the nature strip and road base pavement in preparation for reconstruction next financial year.

#### *Queen Street Gravel Footpath*

The works associated with the construction of a gravel footpath along Queen Street, between Aireys Street and Slater Street were awarded to Lake & Land Pty Ltd and were completed on 5 April 2013. The footpath is a 1.5m wide gravel pathway located on the western side of Queen Street which will significantly improve pedestrian safety in the area.

#### *CCTV Cameras*

Tenders have closed for the design and installation of a CCTV camera network within the Colac Central Business District. The locations that were identified included monitoring cameras at Memorial Square, Colac Skate Park and intersections along Murray Street including Grant Street, Corangamite Street, Hesse Street and Gellibrand Street. The contract was awarded to a local contractor, Stevens Communications, trading as StevCom Pty Ltd.

## **SUSTAINABLE ASSETS**

### **Routine Asset Inspections**

The following is a summary of the routine road and footpath network inspections completed for the month of March 2013.

<i>Rural Link Roads</i>	<p>A number of issues were identified on the Rural Link Roads:</p> <ul style="list-style-type: none"> <li>• Regulatory and warning signs and guideposts were identified as damaged or missing.</li> <li>• Potholes and minor corrugations were commonly identified in the gravel road network.</li> <li>• A number of fallen tree limbs were also identified.</li> </ul> <p>All necessary works required to address these issues have been programmed by Cosworks.</p>
<i>Colac Area 3 - Footpath (Area west of Corangamite St and south of Murray St)</i>	<p>A number of instances of movement in concrete footpaths were identified requiring grinding or the application of premix wedge to make them safe. These locations will continue to be monitored through the routine footpath inspection program.</p> <p>Instances of property owner vegetation encroaching over the footpath were identified and have been referred to Local Laws for follow up action.</p>
<i>Footpath Replacement Programme</i>	<p>Council's contractor will commence footpath reconstruction in Apollo Bay by the end of April 2013. A section of kerb &amp; channel on the north side of Hardy Street between the Great Ocean Road and Pascoe Street will also be reconstructed at this time.</p>

**Building Maintenance and Capital Works**

<i>COPACC Fire Services</i>	Council's contracted Fire Engineer conducted a walkthrough of the facility with the CFA Regional Safety Officer. Agreement was reached in relation to proposed solutions for the compliance issues in COPACC. The Fire Engineer is currently documenting these proposals and once they have been received will be referred to the Municipal Building Surveyor for approval.
<i>Larpen Public Hall Access Ramp</i>	Detailed plans have been lodged with the Municipal Building Surveyor for issuing of a building permit. This is for the construction of a compliant disabled access ramp to the hall.
<i>Warrion Public Hall</i>	An access ramp and landings have been constructed to service the Warrion Public Hall to improve overall accessibility. Tactile Ground Surface Indicators will be installed in the near future as required by Australian Standards.
<i>Cable Station Museum, Apollo Bay</i>	Exit lights have been installed within the Cable Station Museum. This forms one component of an overall upgrade to the Essential Safety Measures within the building. Other improvements include changes to existing door locks and the construction of a concrete path. Essential Safety Measures (ESM) relate to fire safety in buildings and include such items as emergency lighting, exit doors and signs, fire extinguishers, smoke alarms, etc. The actual ESMs required to be maintained in Council's various buildings were identified in audits conducted by the Municipal Building Surveyor.
<i>Building Security</i>	The Sustainable Assets Unit has been working in conjunction with the Organisational Support & Development Unit to implement the changeover from the old key tag system to new ID cards for staff. The transition has proceeded smoothly without major issues.
<i>Rae Street Office Redevelopment</i>	The start of Stage 4, which includes Customer Service, the front foyer, and the balance on the central section of the ground floor, has just commenced with the builders returning from their Easter break. Customer Service front of house has moved their operation to SP&D reception temporarily. Stage 2 has been completed apart from some minor defects. Stage 4 works are due to be completed by mid May 2013.
<i>Rae Street Offices Damaged exterior wall</i>	Quotations for the rectification works to the west wall have been received. These will be passed onto our insurance company for further assessment and approval.
<i>Apollo Bay Library</i>	Works continue at the Apollo Bay Library with the building nearing completion. A final handover site inspection was conducted on 12 April 2013. The changeover for the phone system occurred on 15 April 2013 and the library will reopen in their new facility on the 24 April 2013 subject to a Certificate of Occupancy being issued by the building surveyor.

### **Electric Line Clearance Management Plan**

Many trees on Council managed land grow in the vicinity of electric lines and Council, as a responsible organisation, must manage this vegetation in line with governing regulations and risk management principles.

Council's Electric Line Clearance Management Plan provides an overview of the practices used by Council to manage the associated risks and to satisfy the Electricity Safety (Electric Line Clearance) Regulations 2010 (the 'Regulations') whilst protecting and maintaining the municipality's significant tree resource.

The Electric Line Clearance Management Plan is an operational document which has recently been reviewed by Council officers in line with the requirements of the legislation. This Plan describes Council's current and proposed activities and programs regarding the management of vegetation in the vicinity of electric lines and outlines Council's response to the significant changes contained in the 2010 Regulations.

Under these regulations, Council is required to maintain a minimum level of clearance between trees on nature strips and overhead services, for public safety reasons.

### **Staff Movements**

Council's Asset Management Coordinator will take 12 months leave without pay to enable him to work as a skilled volunteer at the Kiribati Institute of Technology (KIT). Kiribati is a small Micronesian Island nation straddling the equator north of Fiji. The position is funded by AusAid, the Commonwealth Government agency responsible for managing Australia's aid program. The role is an identified position in the Technical Vocational Education and Training Sector Strengthening Program (TVETSSP).



He will be based at the Tarawa campus of KIT and his responsibilities will include:

- Developing & implementing recurrent repair and maintenance plans for buildings and facilities;
- Developing procurement policies and procedures consistent with Government of Kiribati procurement guidelines;
- Developing an asset database and associated audits and reports;
- Improving communications with stakeholders including architects, contractors and Government authorities; and
- Improving selection, training, supervision and motivation of staff associated with facilities management functions.

This role is a unique opportunity which will utilise his skills and knowledge which he currently applies to the management of Council's vast portfolio of assets. He will commence in this role on 13 May 2013.

## **COSWORKS**

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

### **Minor Patching**

Minor patching works are ongoing on sealed roads to keep up with potholes and edge breaks.

### **Storm Damage**

Over the past month there have been a number of instances of fallen, hanging and dangerous trees due to strong winds. This has been widespread throughout the whole of the shire. Cosworks have undertaken clean-up works as required.

### **Road Regrading**

Road regrading has been reduced due to extremely dry conditions to prevent the unravelling of the gravel road network.

### **Gravel Road Resheeting**

Gravel Road resheeting has continued on McDonnell's Road, Aireys Reserve Road, Wallace's Road, Ondit Road West, Prices Road, McDonalds Lane, Lardner's Track. Also fire access resheeting has occurred at Reddies Extension and Swans Road Yeodene.

### **Routine Drainage Works**

Routine Drainage works were completed during the last month in Wye River, Kennett River, Separation Creek, Skenes Creek and Marengo townships. Also works have been undertaken on Binns Road, Daffys Lane, Gravel Pit Road, Porcupine Road and Larson's Access.

### **Sport Ovals**

Mowing of the ovals continues as per program.

### **Tree Maintenance**

Tree maintenance works were completed at Manifold Street Colac, Johnstone Carpark, Ross Point, Campbell Street, Apollo Bay streets, Old Hordern Vale Road and Barham River Road.

### **Township Mowing**

Township mowing continues in accordance with the mowing program around Gellibrand, Lavers Hill, Carlisle River, Beech Forest, Apollo Bay, Marengo, Skenes Creek and in Memorial Square, Colac.

### **Reach Arm Mowing**

Reach arm mowing works were undertaken on McDonalds Road Kawarren, McDonalds Access, Smiths Lane, Berry Lane, Cebes Access, Sand Pit Road and Kings Track.

### **Old Beechy Rail Trail**

Works undertaken over the last month on the Rail Trail included Blackberry spraying, pavement sheeting and slashing, vegetation control and storm damage removal.

### **Landslip Repairs**

The Hordern Vale landslip has been completed. Stabilisation works on the roadway have also been completed.

**Major Drainage Works**

Major drainage works were completed on Colac Lorne Road, Wallace's Road, Grey River Road, Old Hordern Vale Access, Wye River Streets, Kennett River Streets, Wait A While Road, Hiders Access, Ridge Road, Pipeline Road, Wonga Road and Old Beech Forest Road.

**Roadside Slashing**

Roadside slashing was completed in the areas of Larpent, Warrion, Alvie, Dreeite and Cundare. Fire break slashing for Municipal Emergency Management purposes was also completed.

**Line marking**

Statcons, carparking bays, bike lane symbols and School Crossing linemarking were completed in Apollo Bay. Urban line marking has commenced in Colac and also Rural Statcon's have commenced.

**Bridge Maintenance**

Bridge maintenance activities have been completed on Ganes Bridge, Aire River Bridge, Rollings Bridge, Phalps Bridge, Murroon Bridge, Watsons Bridge, Pearce's Bridge and, Stevenson's Falls.

**Capital Works**

Seymour Crescent Rehabilitation works have been completed.

**MAJOR CONTRACTS/WASTE UNIT****Colac Municipal Aerodrome Business Plan**

Funding of \$30,000 has been secured from the Department of Planning and Community Development (DPCD) for the development of a Business Plan for the Colac Municipal Aerodrome. The total cost of the preparation of the Business Plan is estimated to be approximately \$40,000 of which \$30,000 will be allocated by DPCD, \$5,000 from the Committee of Management income, and the remaining \$5,000 contribution from the Colac Otway Shire. Announcement of DPCD funding was made recently by Hon. Terry Mulder, Minister for Road and Minister for Public Transport, at the Aero Club, Colac Municipal Aerodrome premises. The Business Plan will address issues such as:

- Review correct classification of the aerodrome
- A study of governance and operational model of the aerodrome
- Exploring future growth opportunities from transport, tourism, economic and employment
- Recommending future upgrade works such as the extension of the runway, future land requirements for hangar space, main access road construction, connectivity with the Princes Highway, and rail network
- Connectivity of the aerodrome with other aerodromes of the region such as Geelong, Warrnambool, Ballarat, Hamilton etc
- Use of the aerodrome for agricultural purposes
- Exploring opportunities for revenue generation and a balance between expenditure and income thereby ensuring that business is sustainable in the long term
- Addressing planning and land acquisition issues.

Another funding application has been lodged under the Regional Airport Fund (RAF) program requesting funds for works such as sealing of the gravel runway, upgrading the access road and customer car park etc. It is expected that the Business Plan will take into account the works proposed within the RAF funding application so that any long term upgrade works compliment the short term capital works.

A consultancy brief has been prepared and quotations sought from aviation experts/consultants for the preparation of the Business Plan. It is expected that a competent consultant will be selected in accordance with Council's Procurement Policy framework by the end of April 2013 and the Business Plan draft version completed within three (3) months of acceptance of the preferred quotation. Council will be advised of the outcome of the Business Plan once the report is finalised.

### **Alvie Landfill Green Waste Processing Initiatives**

In order to move forward with the concept of rehabilitating the Alvie Landfill with mulched organic material, Council needs to have a Landfill Closure / Rehabilitation plan approved by the Environment Protection Authority (EPA) and landfill auditor. This plan can be progressive in design and deal with sections of the landfill one at a time.

It is anticipated the cost for this could be in the vicinity of \$35,000 to \$40,000.

The options of mulching organic material to rehabilitate the Alvie Landfill will provide:

- A secure alternative for disposal of organic material
- A cost effective way of rehabilitating landfill
- Long term savings for the disposal of organic material.

In a meeting held with EPA attended by Council's CEO and General Manager Infrastructure and Services, it was recommended by EPA that Council prepare a progressive rehabilitation program for rehabilitating the Alvie Landfill site using green waste and seek approval of such a Plan from EPA and the landfill Auditor. Accordingly options are being explored for using any potential savings from the current waste operational budget for funding the preparation of a landfill rehabilitation plan.

### **Port of Apollo Bay Operational Budget (2013/14) and Business Plan Development**

The Port of Apollo Bay Operational Budget (2013/14) has been prepared and lodged with Local Ports Division, Department of Transport (DoT) for allocation of funds for the next financial year. The Budget request for 2013/14 is similar to the 2012/13 allocation. All significant Capital Works will be funded separately through lodgement of relevant funding applications and subsequent assessment.

Together with the 2013/14 Budget Submission a Business Plan also needs to be submitted by all local ports from this year onwards as part of the Port Management Agreement. The Business Plan will address significant Port issues such as:

- Expenditure and Income Projections
- Fees and Charges Projections
- Risk Mitigation issues and required funding
- Long term Capital Works Program
- Future demand for Marina Extension
- Marine pest control issues
- Incident control register
- Boating facilities etc.

The Business Plan once completed will become an important document for pursuing high priority items with DoT which is responsible for funding the operations of the Apollo Bay Harbour.

### **Waste**

In response to concerns from the community, officers have been undertaking audits along coastal areas of waste and recycling bins left out after collection. Recently a large number of left out bins were stickered advising residents that they needed to take their bins in. The

property addresses were recorded and letters sent to these residents in the Wye River/Separation Creek townships informing them of the bin retrieval problems being faced at properties and suggesting remedial solutions for over-coming the problem.

Residents were advised to remove the wheelie bins from the roadside and to place them inside the property boundary within 24 hours of emptying of bins by the waste collection contractor. To assist non permanent residents, details of service providers who have offered to provide the bin retrieval service after collection were included in the letter. Council will be continuing the audit program.

### **Tenders**

Tenders opened since the last reporting period:

1307 – Design & Install Public Street Surveillance CCTV System

1308 – Old Beechy Rail Trail Construction – Ditchley Gully

1309 – Supply & Deliver 4WD Fairway Mower

Tenders awarded since the last reporting period:

1254 – Mechanical Services Maintenance – to Aquair Pty Ltd

1307 – Design & Install Public Street Surveillance CCTV System – to Stevens Communication

1308 – Old Beechy Rail Trail Construction – Ditchley Gully – to Eco Projects Pty Ltd.

Tenders advertised since the last reporting period:

1311 – External Plant Hire, closing 8 May 2013

1312 – Annual Supply of Concrete Works, closing 8 May 2013

### **Subdivision Works**

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

<b>Subdivision</b>	<b>Status</b>
Apollo Bay Industrial Estate Stage 1 (19 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.
202A Pound Road Stage 2 (13 Lots)	Work is expected to commence shortly within the next month.
Wyuna Estate Stage 12 (18 Lots)	Roadworks have commenced on Stage 12 of the Wyuna subdivision and are well underway with road base, kerb and channel and drainage completed. Utility services are being completed.

### **Bridge Design & Construction**

Carlisle Valley Road and Ganes Access bridges have been completed with Upper Gellibrand Road bridge requiring minor works to be finished. Work has commenced on the Barham River Road bridge which is due to be opened to traffic by May 2013.

An official Bridge Opening Ceremony will be held on Friday 14 June 2013 at the Barham River Road Bridge, where the four (4) bridges will be formally opened by the Hon. Terry

Mulder MP, Minister for Roads and Minister for Local Transport. Members of the public are invited to attend.



**Barham River Rd**



**Carlisle Valley Road**



**Upper Gellibrand Rd**



**Ganes Access**

### **Beeac Tennis Court Construction**

Works commenced in mid March to replace two (2) old concrete tennis courts at Beeac with three (3) new asphalt surfaced courts. Contracted works are with Lake & Land Pty Ltd who expect to have the project completed in May 2013.

### **Asphalt Works**

Placement of asphalt at the intersection of Seymour Crescent and Barham River Road in Apollo Bay marked the completion of a contract involving a number of road surfacing projects throughout the municipality. Boral Asphalt was awarded the contract for seven (7) individual sites including an upgraded surface to McLaren Parade, Apollo Bay.

## **SUSTAINABLE PLANNING and DEVELOPMENT**

### **Planning & Building**

#### **Revised Draft Birregurra Structure Plan**

Consultation on the revised draft Birregurra Structure Plan was undertaken following a resolution of Council at the February 2013 meeting. A district wide mail out occurred at the start of March 2013, advising of the opportunity to make submissions on the Plan and inviting interested parties to attend an information session at the front of the Birregurra General Store on Saturday 13 April 2013. Copies of the Plan were available at all Shire customer service centres, the Birregurra Post Office and General Store and electronically on the Shire's website. Submissions closed on 24 April 2013 and feedback received will be evaluated by the Community Reference Group and incorporated into a final document for Council to consider in May/June this year.

#### **Development of Bushfire Local Planning Policy**

Open houses held on 22 and 23 February 2013 within each of the eight towns being investigated in the project were successful, with over 100 attendees spread over the two days. A Project Steering Committee meeting was held on 27 February 2013 in conjunction with a site tour of the different towns within the study area for council officers, agencies and

consultants to discuss key issues and future directions for the project. It is anticipated that a draft report will be prepared for Council consideration around July/August of this year.

#### **Amendment C67 Salinity Management Overlay**

Submissions to the amendment have been referred to Planning Panels Victoria and an independent panel has been appointed. A Directions Hearing was held on 21 March 2013, and a full hearing of submissions conducted on 19 April 2013 at the Colac Community Library and Learning Centre. The Panel Report is expected around 6 weeks following the Hearing.

#### **Amendment C72 (Implementation of Car Parking Strategy and Colac CBD & Entrances Project)**

Planning Scheme Amendment C72 implements the outcomes of the adopted Colac and Apollo Bay Car Parking Strategy, and Colac CBD and Entrances Project. The amendment applies urban design guidelines to new development in the Colac CBD through the introduction of a new Design and Development Overlay (Schedule 8), applies a Design and Development Overlay (Schedule 9) to the front part of land adjoining and including the former Colac High School at Murray Street Colac West, and modifies the existing Design and Development Overlays over industrial/business areas at the eastern and western entrances to Colac. It further introduces a Parking Overlay over the CBD areas of Colac and Apollo Bay to reduce the State standard car parking rates for new commercial development. The Parking Overlay for Apollo Bay will formally introduce the requirement for a cash-in-lieu payment for car spaces not provided in new development proposals. The amendment was placed on public exhibition for six weeks early in March 2013, and written submissions were due to be lodged with Council by 15 April 2013.

#### **Amendment C70 (Update of Biodiversity Overlays)**

Planning Scheme Amendment C70 was placed on public exhibition mid March 2013 for a six week period until 1 May 2013, following a Council resolution to proceed with the amendment at its meeting on 23 January 2013. Updated biodiversity mapping has been supplied to Council from the Department of Sustainability and Environment, and Council undertook a Roadside Vegetation Survey in 2009.

The amendment proposes to amend Schedules 1, 2 and 4 of the Environmental Significance Overlay and Schedules 1 and 2 of the Vegetation Protection Overlay as well as the relevant planning scheme maps in accordance with the updated mapping of biodiversity values. Written submissions must be lodged with Council by 1 May 2013. A significant number of enquiries have already been received from landholders since the start of the exhibition period.

#### **Release of New Residential Zones by State Government**

The State Planning Minister has released his response to the recommendations of the *'Reformed Zones Advisory Committee Residential Zones Progress Report'*, December 2012. The Advisory Committee had been established to provide recommendations to the Minister following public submissions on draft new zones released for comment earlier in 2012. Council lodged a submission supporting the principle of the new zones, which are intended to replace the current residential zones, subject to a range of comments aimed at ensuring they would be more effective for application in Colac Otway Shire. The Government has also released an amended version of the zones, and will be meeting with Councils over the coming months to discuss their introduction. There has been no announcement to date concerning the changes proposed to other zones forming part of the reforms. Councils will have 12 months from when the Victoria Planning Provisions (VPPs) are amended to introduce the reformed zones into their local planning schemes. If, after this period, a Council chooses not to implement the new residential zones to residential land within their municipality, the General Residential Zone will be applied to all residential land.

**Development Contributions Policy Review**

Officers have lodged a submission to the Minister for Planning concerning the Advisory Committee report “*Setting the Framework*” relating to a review of the Development Contributions Framework. It is intended that the preferred framework would give Councils a set of standard development contribution levies for different development settings based around five infrastructure categories, and provide capacity to set a different levy for different development settings such as greenfield development, and regional and rural development, as well as a levy for residential and non-residential development. Submissions were due by 12 March 2013, and a copy of the Colac Otway Shire submission has been provided to Councillors. Council officers also attended a recent workshop in Geelong, at which the Advisory Committee provided an update briefing, and took questions from Councils and other stakeholders. The Advisory Committee advised that Report 2, setting the levies, is due at the end of May.

**Environment & Community Safety****Barongarook Creek**

Council has recently undertaken work on a 300 metre section of Barongarook Creek north of the Chapel Street bridge. The work involved the removal of elms, poplars, oaks and willows. As would be expected, the proposed tree removal will have a short-term impact on the aesthetics of the area. In the next few months mulch will be spread and native species will be planted according to a prepared revegetation plan. These native species will help improve the health of the creek and the amenity values of the area. It is important to highlight that only the exotic trees that are directly impacting on the creek have been removed and the majority of the established trees in the area have not been touched. Council is committed to undertaking the ongoing maintenance required to ensure this work achieves the long term benefits for both the health of the creek and the amenity of the area.

**Climate Resilient Communities of the Barwon South West Project**

Colac Otway Shire successfully applied for a \$600,000 grant on behalf of 10 municipalities through the Victorian Sustainability Accord. 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 project began in April 2012 and is scheduled to finish in June 2015. The planning for the project has been completed and we have recently interviewed consultants to carry out phase one of the project. Once the consultant is engaged to deliver Phase One of the project, municipalities and project partners will be engaged to undertake an extreme climate events risk assessment for each municipality and then this information will be compiled for the Barwon South West region as a whole. Phase one of the project is expected to be completed by October 2013.

Council’s General Manager, Sustainable Planning and Development and Manager Environment and Community Safety presented on this project, funded under the Victorian Adaptation and Sustainability Partnership, to the Ministerial Advisory Panel in Melbourne on 12 April 2013. The Panel members were very interested in the work that is being done in this field by the G21 and Great South Coast Councils.

**Animal Registrations**

Domestic Animal Registrations for the 2013/2014 period were due on 10 April 2013. Reminder notices will be sent out to people who have failed to re-register their animals. If people’s animals are deceased or departed they need to advise Local Laws. It is important for people to understand that this year the State Government has altered the schedule of fees and deleted the reduced fee for new dogs & cats that are micro-chipped only. This measure has been introduced to address the identified trend for pet owners not to have their animals de-sexed as they were receiving the same reduced registration fee by only micro-chipping their dog or cat. This change will only apply to animals that are being registered for

the first time. If people have any questions about this they should contact Council's Local Laws Officers for advice.

### **Local Law Review**

Revised versions of Local Laws 1, 2 and 3 have been released for public comment. The key changes relate to events, waste management and the numbers of domestic animals people can keep on the property. Copies of the revised versions are available for viewing at the Council Offices and public libraries in Colac and Apollo Bay. The revised local laws can also be viewed on the Council website. Formal submissions were required to be provided to Council in writing by close of business on 24 May 2013.

### **Fire Danger Period Ends on 1 May 2013**

Although summer has officially finished, the spell of hot weather continues and the potential for fire to occur is still present. Council encourages all property owners to be vigilant in maintaining their properties to keep fuel loads at a minimum. It should be remembered that the declared Fire Danger Period does not finish until 1 May 2013 and as a result permits are required to undertake any burning off, including stubble burns, until that date. Council Officers are making every effort to process permit applications quickly but applicants need to allow time for their application to be assessed. At the end of the Fire Danger Period there is no longer a need to get a permit to burn, but people still need to comply with the general requirements of the CFA Act and Council's Local Laws. If people are unsure of their legal responsibilities for undertaking burns they should contact Council for further advice.

### **Economic Development**

#### **Colac Marketing Strategy**

The Economic Development Unit represented Colac Otway Shire at this year's Regional Victoria Living Expo from 19-21 April 2013. The Expo was held at the Melbourne Exhibition Centre and aimed to attract Melbourne residents to live in rural and regional areas. A 'Colac – Life, your way Marketing Booklet' was developed to be handed out at the Expo, informing people of the attractiveness of Colac as place to live and work. The marketing booklet, along with a website and marketing collateral is part of the broader Colac Marketing Strategy.

Filming for a WIN TV advertisement for Colac has been completed and is scheduled to be aired in May 2013. The product will be used on the Colac promotional website and also at the Colac and Apollo Bay Visitor information Centres. The Colac promotional website has been rebranded and design matched to the new 'Colac, Life your way' brand. <http://colaclifeyourway.com.au/>.

#### **Business Development**

The Economic Development Unit has facilitated the promotion of recent business events focussed on business coaching and the opportunity to meet the Victorian Small Business Commissioner, Geoff Browne.

An application to the Victorian Government's 'Streetlife Program' will be submitted under the next round of the program in June 2013. The application will seek funding to assist in the running of business events focussed on marketing and social media marketing for businesses.

In partnership with the Recreation, Arts & Culture Unit and Leisure Networks, the Economic Development Unit is involved in the implementation of the Colac Sports Access Program. A launch of the program was held on 19 March 2013 at the Colac Football Clubrooms with Colac program ambassador and Australian cricketer Aaron Finch as guest speaker. The Business Development Officer will assist in promoting business sponsorship of this program that encourages young people into active participation in sport.

**Tourism**

Regional visitation statistics for the Great Ocean Road calendar year ending 2012 demonstrate that visitation increased by 1.6% to nearly 8.2 million and visitor nights increased by 0.3% to nearly 8.5 million.

Colac Visitor Information Centre March visitation was up by 7.8% on the 2012 figures with 3944 customers. Easter visitation was also up by 14.5%. Phone calls continue to decline and were down over 9% on the previous year.

Over the month there has been an increase in interstate visitors coming from Tasmania and New South Wales. International trends show higher numbers coming from Germany, USA and Taiwan. Bush walks and bike trails continue to be popular for all ages.

During March and over the Easter break there was an influx of customers seeking free camping, free water and dump points. Illegal free camping has become an issue in our region, reflecting in an increasing trend in Colac and along the coast. The Economic Development Unit has requested that Geelong Otway Tourism coordinate a regional approach to address this matter, including tourism, local laws, planning, environment, and health officers plus foreshore committees of management.

The Great Ocean Road Visitor Centre had a total of 18,540 visitors in March, a 13% increase on the previous year. This may be due to the combination of fine weather alongside an early Easter break. Phone statistics were also up around 100% compared to last year with a high percentage being accommodation enquiries.

Accommodation in Apollo Bay has been full with the Centre able to refer many travelers to hinterland locations such as Birregurra and Colac.

International visitors were primarily from the UK and USA as well as an influx of backpackers from Germany and Switzerland at the beginning of the month. Towards the end of March there were many families travelling from New South Wales and Queensland as well as Regional Victoria.

Retail sales were down by 5% as were Attraction Ticket Sales (Otway Fly-12% & Cape Otway Lighthouse-21%). V-Line Ticket Sales were up by 54% and Apollo Bay Music Festival Tickets have been selling well within the past month with a total of 62 tickets to date (end of March). The new addition of free WIFI within the centre has been very well received amongst visitors.

The Tourism Development Officer is developing a visiting friends and relatives campaign called "Love Our Region" aimed at increasing local residents' awareness of visitor related products and experiences in the Colac Otway Shire, and to build community pride. Marketing company GSDM has been contracted to design the 'Love Our Region' brand. Otways Tourism members are being informed on the program's marketing opportunities and how to be involved.

Otways Tourism has had a brand review with the removal of the fern on the 'O' of Otways so that it reads more clearly on clothing and marketing collateral.

Other tourism development activities include a recent "E Marketing" session covering search engine optimization, Google analytics, mobile websites, Google alerts, Trip Advisor, You Tube and social media. Further sessions are planned for this financial year with an emphasis on educating members to be "China Ready" and how to build a social media platform. The sessions are funded by Tourism Victoria's Tourism Excellence funding.

The fifth Otways Tourism members' communication was emailed in early March. The HTML newsletter is gaining momentum as a useful resource for members, with 33% reading the 5<sup>th</sup> edition.

An Otways Tourism WIN TV advertisement has been completed and will screen in early September. Traditionally the Otways is known for its natural beauty but this new advertisement focuses on the diverse range of adventure tourism products, events and the natural attractions our region now offers.

Turtons Track is to undergo a major maintenance program closing the popular touring route for up to 6 weeks with interruptions to traffic likely to last for up to 16 weeks. This will have a negative impact on businesses in the Beech Forest area.

Vic Roads has been requested to provide Variable Message Signs (VMS) at the corner of the Great Ocean Road and Skenes Creek Road and after the township of Forrest, notifying tourists of the Turtons Track closure and suggested alternative routes.

Recent media for the Otways Region includes:

- Mark Webber filmed a SWISS multi vitamin ad in Apollo Bay which was featured at the Melbourne Grand Prix and will also be screened during each F1 race this year.
- On Sunday 7th April, 'The Hook & The Cook' (which airs nationally on 7TWO, Sundays at 11:30am) heads down the Great Ocean Rd to feature local seafood and dairy.
- 'Postcards' and 'Coxy's Big Break' have recently done stories on the Otways. The Forrest Brewery was featured in both programs. Coxy's Big Break also featured Colac as a promotion for the Regional Living Expo.

### **Small Towns Improvement Program (STIP)**

Council has received proposals for 12 projects in 9 different towns to be considered in the 2013 / 2014 Small Town Improvement Program (STIP).

The proposals will be assessed against the program criteria as well as against broader regulatory and strategic requirements. Final recommendations will be presented to Council in June, with approved projects to commence subject to being included in the 2013/14 budget. STIP is an annual program which allocates \$80,000 to the small towns throughout the Shire. The combined total of grant requests for the 2013/14 STIP comes to \$175,000, for projects valued in excess of \$400,000.

### **Attachments**

Nil

### **Recommendation(s)**

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

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**OM132404-2****GREAT SOUTH COAST GROUP**

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

**Purpose**

To seek Council's approval to enter into a three year Memorandum of Understanding (MoU) with the Great South Coast Group.

**Declaration of Interests**

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

**Background**

The Great South Coast Group consists of the Shires of Glenelg, Southern Grampians, Moyne, Corangamite, Colac Otway and the City of Warrnambool.

The primary function of the Great South Coast Group is to deliver the Regional Strategic Plan (RSP) and to build the region's social, economic and environmental capacity.

The group is an independent, apolitical organisation that takes responsibility for identifying, developing supporting justifications and advocating for projects of regional significance. These must align with the strategic objectives of the RSP.

The Great South Coast Group also seeks to advocate on behalf of the entire region with State and Federal Governments.

The benefits of this holistic approach to our region are clear. Working collectively, the six member Councils are able to take a more strategic approach to visioning, planning and development, all the while sharing resources and knowledge.

Importantly, the combined Councils are able to speak with one voice, ensuring concerns and issues impacting our region are heard by Government.

The regional model has been used to great effect in other parts of Australia. Most notably, the G21 Alliance has become a powerful and credible lobbying force for the benefit of the Geelong region and its surrounds.

Although still in its infancy, the Great South Coast Group is developing strong and productive relationships with its neighbours, with State and Federal Government and with a range of other industry and community stakeholders.

Its formation has also been the impetus for a range of other organisations to take a more regional approach under the Great South Coast umbrella.

The Great South Coast Group undertakes to ensure Councils are kept apprised of all developments within the Group via regular communications and reports. Further, the Executive Officer and/or Board Chair are available to meet with individual Councils upon request.

In 2010/11, each member Council committed \$30,000 to fund the Great South Coast Group until June 30, 2012. Unlike the G21 model, under which Councils allocated funding on a sliding scale according to population, the Great South Coast member Councils opted to contribute equally.

This funding is to be used to fund the full-time position of Executive Officer and other core operations and activities required to achieve Great South Coast objectives.

At its February 2013 meeting, the Board of the Great South Coast Group resolved to request each member Council give consideration to a three year funding arrangement based on current levels.

A three year agreement, as opposed to current year-by-year arrangements, would provide a greater degree of certainty for the Great South Coast Group and its member Councils. It would also facilitate more effective planning and enable a longer term outlook.

### **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**

As a region, the Great South Coast faces a myriad of challenges and also opportunities. Many of these are set out in the Regional Strategic Plan.

As an organisation, the Great South Coast Group faces its own challenges and opportunities.

### **Challenges:**

- The region is geographically large and disparate, making it difficult to adopt a universally shared perspective.
- The geography also poses practical challenges in terms of meetings and the sharing of information and resources.
- By its nature, local government tends to focus locally, rather than regionally.
- There is an impost upon member Councils in terms of the staffing commitment required to ensure the Great South Coast Group can function.

### **Opportunities:**

- The Great South Coast Group enables this region to take full advantage of major funding opportunities as they arise.
- It will also give voice to regional issues with Federal and State Governments.
- State and Federal Governments have indicated their willingness to work with and support the Great South Coast Group.
- As it matures, the Group is providing greater political 'clout'.
- New opportunities have been created for local government to work more closely with industry and business and with the community, generally.
- The Great South Coast Group has become an important new resource to develop, drive and deliver projects of benefit to our entire region.

**Proposal**

That Colac Otway Shire Council authorises the Chief Executive Officer to enter into a three year Memorandum of Understanding (MoU) with the Great South Coast Group from 1 July 2013 to 30 June 2016 under which Council will agree to allocate \$30,000 (indexed) annually for the full life cycle of the MoU.

This contribution will effectively provide for a 1.0 equivalent fulltime Executive Officer who will be charged with responsibility for the day-to-day operations of the organisation. It may also provide a small amount of discretionary funding for the Group to engage consultants etc.

**Financial and Other Resource Implications**

The Colac Otway Shire Council, as a member of the Great South Coast Group, currently contributes an annual contribution of \$30,000. This amount would be indexed each year. Our CEO attends regularly meetings of the CEOs' Forum and, with the Mayor, Great South Coast Group Board. Councillors and Council officers also regularly attend meetings of the four pillars of the Great South Coast.

**Risk Management & Compliance Issues**

Through its membership of the Great South Coast Group, the Colac Otway Shire has been able to join with neighbouring Councils in lobbying for funding for projects which benefit other Shires within the group. For example, increased rail services between Warrnambool and Geelong and an increase in passing lanes between Colac and the South Australian border. This ability to attract Government funding will be lost if the Colac Otway Shire is no longer a member of the group. This Council will also lose its ability to influence strategic planning and priority setting for the Great South Coast region.

**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.

Community engagement would not be required in this matter.

**Implementation**

If the proposed recommendation is adopted, the Great South Coast Group will be advised accordingly.

**Conclusion**

Great South Coast Group Councils are able to take a strategic regional approach to visioning, planning and development, all the while sharing resources and knowledge. If we cease our membership of this group, we will no longer have this input into regional planning and our ability to maximise funding opportunities and to advocate on behalf of our community will be compromised.

**Attachments**

1. Great South Coast Group Memorandum of Understanding

**Recommendation(s)**

***That Colac Otway Shire Council authorises the Chief Executive Officer to enter into a three year Memorandum of Understanding (MoU) with the Great South Coast Group from 1 July 2013 to 30 June 2016 under which Council will agree to allocate \$30,000 (indexed) annually for the full life cycle of the MoU.***

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**CORPORATE AND COMMUNITY SERVICES**

| <b>ITEM</b>               |  |
|---------------------------|--|
| <b><u>OM132404-3</u></b>  | <b><u>DRAFT ACTIVE TRANSPORT STRATEGY</u></b>  |
| <b><u>OM132404-4</u></b>  | <b><u>2014 REVALUATION - CAUSE TO BE CONDUCTED</u></b>   |
| <b><u>OM132404-5</u></b>  | <b><u>RENEW LEASE - COLAC CENTRAL BOWLING CLUB 115-129<br/>WILSON STREET, COLAC</u></b>          |
| <b><u>OM132404-6</u></b>  | <b><u>REVIEW OF COUNCIL POLICIES</u></b>   |
| <b><u>OM132404-7</u></b>  | <b><u>DIRECTIONS REPORT 2013 FOR DEPARTMENT OF HUMAN<br/>SERVICES - RURAL ACCESS PROGRAM</u></b> |
| <b><u>OM132404-8</u></b>  | <b><u>THIRD QUARTER FINANCIAL PERFORMANCE REPORT 2012-<br/>2013</u></b>                          |
| <b><u>OM132404-9</u></b>  | <b><u>COUNCIL PLAN THIRD QUARTER PROGRESS REPORT</u></b>   |
| <b><u>OM132404-10</u></b> | <b><u>DRAFT COUNCIL PLAN 2013-2017 AND STRATEGIC<br/>RESOURCE PLAN 2013-14 TO 2016-17</u></b>    |



**OM132404-3****DRAFT ACTIVE TRANSPORT STRATEGY**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Jodie Fincham                  | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F12/5112     |

**Purpose**

The purpose of this report is to present the draft Active Transport Strategy for endorsement by Council in order to commence public exhibition in accordance with Council's Community Engagement Policy 2010.

**Declaration of Interests**

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

**Background**

In October 2012, Council engaged GHD to prepare the Colac Otway Active Transport Strategy (Strategy) for a 10-year timeframe (2013-2023).

The purpose of the Strategy is to establish justifiable strategic directions for the planning, provision, development, preservation and management of alternative methods to private vehicle transportation based on clear evidence of community demand and sustainable asset management outcomes. The Strategy will provide recommendations, strategic directions and policy outcomes that address immediate and longer term community needs (i.e. over the next ten years).

The aim of the Strategy is to get more people walking and cycling as a form of transport and recreation. The Strategy also aims to create a physically and socially supportive environment for walking and cycling across the Colac Otway Shire ("Shire"). Such an environment will support a diverse cross section of the community to use walking and cycling to access a range of key destinations including shopping, education, recreation and employment.

The development of the Strategy has been based on a behavioural change framework, which has the benefit of having a broader consideration of the physical, social, individual and political factors that ultimately influence people's decision to walk and cycle. An incremental approach is proposed, where the community are encouraged and enabled to gradually increase their participation in walking and cycling by replacing some of the local trips they normally make by car. The development of walking and cycling networks and associated facilities has focused on enhancing access to key local destinations, including schools, shopping strips, parks and train stations.

The project has been guided by a Project Steering Committee consisting of representatives from:

- Council
- Otway Health and Community Services
- Department of Planning and Community Development (DPCD).

The following key tasks informed the development of the Strategy:

- A workshop with the Steering Committee to develop a draft vision for the Strategy, which was then crafted as the project progressed.

- A review of key active transport related policies at local, state and federal level.
- A review of land-use, demographics and travel data.
- A review of existing active transport behavioural and promotional programs.
- A review of available social research on the barriers and motivation for walking and cycling.
- A review of walking and cycling related crash statistics for the Shire.
- A photographic survey of existing walking and cycling facilities across the Shire.
- A workshop with officers to review the planning and delivery of active transport projects and programs.

The review of existing walking and cycling networks did not take the form of a detailed audit of the condition of these facilities, rather photographic surveys were undertaken to establish the existing typologies, level of connectivity, and other barriers that might limit their use. All of the identified issues have been considered within the context of the local community, particularly the population and number of local destinations or land-uses.

An Issues and Opportunities Paper was prepared, which outlined key issues and opportunities relating to active transport that were identified from existing Council documents and other sources. This paper was presented to Council at a Councillor Briefing in January 2013.

The draft Strategy has been prepared within the framework of relevant Federal and State policies and is consistent with other policies and strategies of the Colac Otway Shire.

### **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.

Strategy 1 – Provide, facilitate or advocate for a range of health, recreation, community services and facilities.

Key Action 10 – Develop an Active Transport Strategy.

### **Issues / Options**

Walking and cycling offer significant economic, environmental, social and health benefits for the Colac Otway Shire (COS), which like most municipalities is facing increasing problems and costs related to congestion, accidents, loss of amenity and space, noise, obesity and heart disease and energy consumption. Walking and cycling are low-cost, low impact and highly accessible modes of travel, with significant health benefits. They are the most 'human' forms of transport available, creating virtually no negative impact in urban environments and offering immense benefits to the individual and society.

The Strategy proposes three overarching goals:

- **Healthy People**  
The Strategy aims to support the health and wellbeing of the Shire's residents by enabling and promoting physical activity through walking and cycling for transport and recreation.
- **Healthy Communities**  
The Strategy aims to support the health and sustainability of local communities through the provision of enhanced walking and cycling infrastructure, which will encourage more people onto the street supporting social interaction while reducing reliance on car-based travel for local trips.

- **Healthy Economy**

The Strategy aims to contribute to the health and sustainability of the local economy by supporting local cycling tourism and local businesses.

The aim of the Strategy is to provide strategic directions and policy outcomes that address immediate and longer term community needs over the next ten years for greater levels of participation in walking and cycling for transport and recreation.

The development of the Strategy has been based on a behavioural change framework, as opposed to a traditional engineering approach. Human behaviour is determined not by any one single factor (e.g. infrastructure) but rather by an environment of multiple influencing factors. The benefit of using a behavioural change framework is manifest in the broader consideration of the 'user system' that influences people's behaviour.

Strategies to support more people to participate in walking and cycling need to address the "system" in which these decisions are made and where travel patterns are formed. The user system comprises:

- *Intrapersonal factors* – these are factors which are specific to us as individuals (e.g. our self confidence in our ability to ride a bicycle).
- *Social factors* – these factors which are specific to societies (e.g. the influence of friends, family and colleagues).
- *Policy and regulation* – refers to the influence of wider government policy and enforcement of regulation (e.g. policy strongly supportive of active transport).
- *Physical environment* – this is both the built and natural environment (e.g. walking and cycling facilities).

The Strategy will focus on supporting cycling in the community as an everyday or normalised activity, to make short local trips, primarily focused on accessing activity centres, education, green open space and rail stations. The emphasis will be on incremental change with the concept of replacing some trips (not all) with small changes that occur a number of times which ultimately will result in a big change. The provision of a safe, connected, legible and attractive network of bicycle routes, supported by appropriate end-of-trip facilities, is a critical element of an environment where cycling and walking is an intuitive choice for short local trips. The Strategy presents a framework for the design, development, planning and prioritisation of bicycle and walking infrastructure proposals. The design principles proposed are consistent with state, federal and international best practice.

In order to determine the priority of infrastructure-related action a Weighted Criteria Scoring System has been developed. The Weighted Criteria Scoring System is based on four categories as follows: Land-use / Accessibility, Traffic Impact, Safety and Connectivity.

### **Key Issues**

Through the research, discussions with key stakeholders and via consultation with the community, the draft Strategy identifies the following issues and opportunities:

#### Top 3 Barriers for existing cyclists

- Sharing the road with motorised traffic.
- The lack of safe, connected and attractive bicycle lanes.
- The lack of appropriate bicycle parking facilities.

#### Top 3 Motivators for existing cyclists:

- Health and well-being - general fitness.
- Fun and enjoyment.
- Relaxation and stress release.

Top 3 Barriers for existing walkers:

- The lack of footpaths.
- The poor connectivity of footpaths to key destinations.
- Perception that it is unsafe to walk at night.

Top 3 Motivators for existing walkers:

- Health and well-being - general fitness
- Fun and enjoyment
- Relaxation and stress release.

The Strategy presents a number of actions to address the above issues and opportunities.

The actions have been categorised as follows:

- Infrastructural: covering active transport facilities (e.g. bicycle lanes, footpaths and way finding).
- Behavioural: covering behaviour change programs.
- Policy and Regulation: covering land-use planning, enforcement and speed limits.
- Promotional: covering the marketing of active transport.
- Leadership: covering the role of the Council as role models and leaders in active transport.

These issues, opportunities and actions are explained in detail in the draft Strategy.

### Options

Council has the options of:

1. Endorsing public exhibition of the draft Active Transport Space Strategy to commence public consultation
2. Requiring further work to be undertaken to the draft Strategy prior to public exhibition - or
3. Not supporting exhibition of the draft Strategy and ceasing the project.

Considering the significant work that has been undertaken in preparing the draft Strategy, including a thorough community consultation process, and that the development of this Strategy is a key action from the Council Plan, it is recommended that Council supports the public exhibition of the draft Strategy. A further report will be provided to Council following the public consultation period that will respond to the submissions received and may make further recommendations on the adoption of a final Active Transport Strategy.

### **Proposal**

It is proposed that Council resolve to publicly exhibit the draft Active Transport Strategy for a six week period in line with the Colac Otway Shire Community Engagement Policy 2010.

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

The Active Transport Strategy has been undertaken in accordance with the budget allocation for this project. Funding contributions were received from DPCD and the Transport Connections Programme (Phase 3).

It is important to note that implementation of the draft Active Transport Strategy will require future financial contributions from Council. Council will need to commit projects to budget and seek external funding through government programs and community and stakeholder partnerships to ensure that adequate resources are secured to improve and sustain a high

quality active transport system. Maintenance costings are currently being investigated and will be included in the final Report.

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

The draft Active Transport Strategy has been developed to get more people walking and cycling as a form of transport and recreation. The draft Strategy provides guidance for the future development and management of active transport and identifies a range of improvements to alleviate risk issues. Safety (both perceived and actual) is a core principle for the design of active transport facilities and for enabling and attracting people to walk and cycle.

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

The key environmental benefits of active transport can be summarised as:

- Walking and cycling emit a negligible amount of greenhouse gases.
- Switching to active transport helps decrease noise and air pollution.
- Active transport uses land in a very efficient manner relative to motor vehicles, requiring less road space and parking.
- Switching to active transport helps to reduce the 'heat island' effect.
- Unlike motor vehicles, active transport does not emit oil and petrol residue, which becomes a major source of water pollution once it enters the stormwater system (Cycling Promotion Fund, 2007).
- Bicycles have relatively low levels of 'embodied energy': A typical \$500 bike embodies just 8.8 gigajoules of energy, or 0.75 tonnes of CO<sub>2</sub> equivalents, whereas a typical \$30,000 car embodies 475 gigajoules of energy, or 41 tonnes of CO<sub>2</sub> equivalents (Cycling Promotion Fund, 2007).
- Active transport produces minimal air pollution. In Australia it is estimated that 900 to 2,000 early deaths are caused from vehicle based air pollution each year (Cycling Promotion Fund, 2007).

### **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.

"Consult" was chosen as the method of engagement for the development to the draft Strategy and has involved a range of community consultation approaches including:

- Key stakeholder meetings
- An online community survey of walking and cycling participation.
- Distribution of a hard copy survey at 15 different "community hub" locations across the municipality.
- Community talk shops in Birregurra, Colac (part of the "Fun in the Square Event" at Memorial Square) and Apollo Bay (part of Australia Day activities).
- Feedback from several community groups and key government agencies.
- Written submissions.

Following Council consideration of the draft Strategy, officers will commence the public exhibition process by writing to local community organisations, placing advertisements in the local media and directly contacting organisations and individuals who have previously forwarded submissions to the project. Copies of the document will be available on Council's website and for viewing in the Colac and Apollo Bay Customer Service Centres and at the Colac Community Library and Learning Centre.

The exhibition period will be for a minimum of six weeks within which time written submissions may be received.

**Implementation**

The public consultation will be implemented as outlined above and will commence in late April 2013, subject to the endorsement of this report.

At the conclusion of the public exhibition period, all written submissions and comments will be received and reviewed by the Project Steering Committee. Modifications to the draft Active Transport Strategy may be made to the draft Strategy as deemed appropriate.

Implementation of the recommendations outlined in the draft Active Transport Strategy provide clear guidance about enhancements required to increase active transport options within Colac Otway. These actions will result in the delivery of improved active transport across five key areas including; Infrastructural actions, Behavioural actions, Policy and regulatory actions, Promotional actions and Leadership actions.

Implementation of recommendations within the Strategy will only commence following Council's adoption of the final Active Transport Strategy.

**Conclusion**

The Colac Otway Active Transport Strategy represents a commitment by Council and key stakeholders to establish justifiable strategic directions for the planning, provision, development, preservation and management of alternative methods to private vehicle transportation based on clear evidence of community demand and sustainable asset management outcomes. The draft Strategy has been developed via a thorough process including significant consultation with the community.

Recommendations contained within the draft Strategy have been guided by the Issues and Opportunities Paper, Federal, State and local planning policies and community consultation. Further community consultation is planned to enable members of the community to provide valuable input into the process and comment on the recommendations contained in the draft Strategy.

**Attachments**

1. Draft Active Transport Strategy

**Recommendation(s)**

***That Council endorses the draft Active Transport Strategy to be placed on public exhibition for a 6 week period in accordance with Council's Community Engagement Policy 2010.***

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**OM132404-4****2014 REVALUATION - CAUSE TO BE CONDUCTED**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Paul Carmichael                | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/95954     |

**Purpose**

The purpose of this report is to initiate the 2014 general revaluation as required by section 6 (1) and section 13DC (3) of the Valuation of Land Act. This requires Council to cause a valuation of all properties in the Shire to be returned to the Council before 30 June 2014.

**Declaration of Interests**

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

**Background**

Council's valuations are provided by its contract valuer, Opteon (previously Landlink Opteon) and are prepared in accordance with the Valuation Best Practice Guidelines (VBP) provided by the Valuer General of Victoria (VGV). The valuations provided as the 2014 general revaluation will be used for the calculation of municipal rates for the 2014-2015 and 2015-2016 financial years.

As with previous valuations, the 2014 general revaluation will be conducted in five stages.

The stages and the due dates are as follows:

| Stage           | Action to Occur                                                                                 | Due Date                 |
|-----------------|-------------------------------------------------------------------------------------------------|--------------------------|
| 1               | Preparation of data tables & review of 2010 data against sales                                  | 28/02/2013               |
| 2               | Prepare preliminary residential & rural property valuations                                     | 31/10/2013               |
| 3<br>(a)<br>(b) | Prepare specialist property valuations<br>Prepare commercial and industrial property valuations | 31/08/2013<br>31/01/2014 |
| 4               | Review and finalize Stage 2 valuations                                                          | 31/03/2014               |
| 5               | Review all valuations and return revaluation to Council                                         | 30/04/2014               |

Once returned, the valuations are used by Council for rate modelling as part of the budget preparation process for the following year (ie: 2014 - 2015).

Stage 1 of the revaluation has been completed to the satisfaction of the Valuer General and the first part of Stage 2 data (for residential properties in Colac and small towns) has been provided by the valuer and submitted to the Valuer General for checking and analysis.

The valuations returned represent an estimate of the market value of all properties within the shire at as 1 January 2014. The valuations for residential and farm properties are based

primarily on sales of similar properties in the period from July 2012 – January 2014. Valuations for commercial and industrial properties are based on other factors as well, such as rental return able to be generated from the property within the same period.

### **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.

Causing the 2014 general revaluation to be undertaken complies with the Leadership and Governance objective outlined in the Council Plan in that it meets Council's statutory and legal obligations to its community by ensuring that the basis of municipal rating is fair and equitable and complies with relevant legislation.

### **Issues / Options**

The recommended resolution is a legislative requirement. There are there no other options available as Council must cause a revaluation of properties to be prepared.

### **Proposal**

A Council resolution is required under section 13DC of the *Valuation of Land Act 1960* to cause a general revaluation of all properties within the shire as at the prescribed date of 1 January 2014.

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

Funds for the cost of the revaluation are budgeted for. Total cost of the revaluations and other valuation services (eg: supplementary valuations, review of objections, asset valuations for accounting reporting & other purposes will be approximately \$300,000 (spread over the 2012-13 and 2013-14 financial years). The State Revenue Office also pays an amount to Council for use of its valuations for Land Tax purposes. This amount has not yet been determined but is expected to be approximately \$100,000.

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

Staff employed by Opteon are required to observe occupational health and safety requirements that apply to Council staff. Work conducted under this contract constitutes a minimal risk.

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

Not applicable.

### **Community Engagement**

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

The method selected would be inform and include provision of information regarding the new valuations by the issue of Valuation and Rates Notices in August 2014 and 2015. There is a two month period after issue of this notice for objections to the valuation to be lodged.

### **Implementation**

The preparation of the general revaluation will be conducted in accordance with the stages set out above.

**Conclusion**

Council is required by the Valuation of Land Act to cause a revaluation of all properties within the Shire to be prepared.

**Attachments**

Nil

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

- 1. Resolves that it causes a revaluation of properties and Council assets within the Shire to be conducted by its contract valuer Opteon to be returned by 30 April 2014 in accordance with section 13DC (5) of the Valuation of Land Act.***
- 2. Resolves that the Valuer General and other rating authorities in the area be notified of this resolution in accordance with section 6(1) of the Valuation of Land Act.***
- 3. Resolves that Council's contract valuer, Opteon be advised of this resolution.***

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**OM132404-5****RENEW LEASE - COLAC CENTRAL BOWLING CLUB 115-129 WILSON STREET, COLAC**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Paul Carmichael                | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/95954     |

**Purpose**

The purpose of this report is to obtain Council's approval to commence the process to renew a lease between the Colac Central Bowling Club and Council for the land at 115-129 Wilson Street Colac.

**Declaration of Interests**

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

**Background**

The current lease between the Colac Central Bowling Club and Council for the occupancy of land at 115-129 Wilson Street Colac expired on 30 June 2012. The lease was for a ten year term.

The land is used by the club as a clubroom facility and bowling greens. The club has approximately 100 members and its main source of income is from its bar trade, catering and memberships. It does not have poker machines and has no plans to install them, preferring to retain a non poker machine environment. The club has recently installed a new synthetic green, financed by use of cash reserves and interest bearing member loans. As a result the club operates generally on a "break even" basis.

**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 proposal accords with the Council Plan in that it meets the Community Health and Wellbeing objective by facilitating the provision of a recreational facility for the community.

**Issues / Options**

Discussions were held with the club in the last half of 2012 regarding terms and conditions of a new lease with the only point of contention being in relation to the rental to be charged.

The club proposed a new ten year term with the following rental options:

- (a) fixed rental of \$6,000 for years 1-5 with CPI increases for years 6-10 or
- (b) fixed rental of \$6,886 for years 1-5 with CPI increases for years 6-10.

Option (a) represented a reduced income for years 1-5 whilst option (b) represented rental remaining at the 2011-12 level for years 1-5.

These proposals were considered by officers and it was decided to offer the club a ten year term with rental of \$6,886 for 2012-13 with CPI increases as from 2013-14. The advantage

to the club was that the proposed rental for 2012-13 represented no increase from 2011-12. The rental for 2011-12 was \$6,886.

The use of CPI as the determinant of rent increases was considered a concession by officers as the recently expired lease provided for rental increases to be determined by CPI or the % increase in residential rates (whichever was the greater). In recent years, residential rates increases have been greater than CPI.

The club is considered to be a Group 3 tenant under Council's "Council Property Leasing Policy" and as such, rental charged is required to be determined by the market with no discount or subsidy is applied unless agreed to by Council due to specific circumstances.

In this case:

- (a) the suggested rental level is in the mid range of rents charged by the respective municipalities for "non poker machine" bowling clubs in Torquay, Werribee and Clifton Springs.
- (b) the use of CPI as the rental increase determinant is standard commercial practice.
- (c) the "discount" provided by not increasing the 2012-13 rental above the 2011-12 level is minimal (ie: approximately \$220).

Given the recreational role the club plays in the community and the club's financial position, this "discount" is considered reasonable and the level of rental proposed is considered to comply with Council's "Council Property Leasing Policy".

The "Council Property Leasing Policy" also generally provides for three year terms unless the organisation is making or has made substantial capital contribution towards the property. In this case, the club has provided existing capital fixtures and recently installed a synthetic bowling green. As this was partly funded by member loans, a term of ten years is considered reasonable in recognition of the club's capital contribution to the site and to provide the stability for members to be confident of having their loans repaid.

The club would continue to be responsible for maintenance and insurance of the property.

Given the issues noted above a revised lease document is to be drawn up taking into account the various conditions of the proposed lease.

### **Proposal**

The rental proposal was submitted to the club and no response to the contrary has been received. They were advised officers would proceed on this basis. It is therefore considered the process of renewing the lease should be commenced. This will commence by advertising the proposed lease and with the preparation of lease documents.

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

Rental income of \$6,886 will be derived for 2012-13 with this increasing by CPI thereafter.

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

There are no risk management issues.

Before renewing the lease, Council must advertise its intention to do so and consider any submissions received in accordance with the requirements of section 190 of the *Local Government Act 1989*. This is required as the term of the lease is proposed to be ten years.

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

There are no environmental and/or climate change issues to be considered.

### **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 is “inform” and includes advertising the proposal in accordance with the requirements of section 223 of the *Local Government Act 1989* and Council’s “Community Engagement Policy”. This allows a six week period for submissions to be lodged.

### **Implementation**

The statutory process is anticipated to take two-three months to complete. After that a lease document would be provided to the club for execution.

### **Conclusion**

The current lease between the Colac Central Bowling Club and Council has expired. As the club provides a valuable recreational option for the community, it is desirable that the club be supported by Council by being permitted to continue to use the current Council owned site.

The tenancy of this site should therefore be formalised by a new lease. Before this can occur, Council must undertake the statutory process required by section 190 of the *Local Government Act 1989* and Council’s “Council Property Leasing Policy”.

### **Attachments**

Nil

### **Recommendation(s)**

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

- 1. Agrees to enter into a new lease agreement with the Colac Central Bowling Club in relation to the site at 115-129 Wilson Street, Colac for a term of ten years from 1 July 2012, at a rental for 2012-13 of \$6,886 p.a., with rental to increase by CPI thereafter.***
- 2. Advertises its intention to enter into this lease in accordance with the requirements of section 223 of the Local Government Act 1989 and Council’s “Community Engagement Policy”.***
- 3. Notes that any submissions received be considered by Council at the meeting to be held on 26 June 2013 at COPACC at 3 pm.***

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**OM132404-6****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 three policies 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**

Three policies have recently been reviewed by Council's Audit Committee.

Revised Policies

- Fraud Prevention and Control Policy
- 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**Review of Council Policies

A review has commenced of all Council Policies. The three included in this agenda are the first presented for Council's consideration. Other policies will be provided to Council over the next few months for consideration.

Changes to Policies:**Fraud Prevention and Control Policy**

The review of the Fraud Prevention Policy has been timed with the delivery of Fraud Prevention Awareness Training provided to all staff.

The review of the Fraud Policy has included a review of policies from other Councils.

### Changes

A number of changes have been made to the policy, including the renumbering of the various sections:

- (i) Council Plan Reference  
The reference to the Council Plan has been deleted as it is not required in the policy document.
- (ii) Policy Objectives  
The purpose of the policy has been updated.
- (iii) Responsibility  
A number of the responsibilities have been updated/adjusted.
- (iv) Deletions  
The contents, a number of sections and the appendices have been deleted or updated.

Following the Audit Committee a minor change was made to the policy presented to the Committee.

The Audit Committee also noted that a Fraud Control Plan should be developed in line with the recommendations of the Victorian Auditor General within 12 months.

### **Internal Audit Policy**

#### Review of Policy and Charter

The review of the Internal Audit Policy and Charter has included a review of other Council documents and the document 'Audit Committees. A Guide to Good Practice for Local Government'.

### Changes

A number of changes have been made to the policy, including the renumbering of the various sections.

#### **Significant Changes:**

- (i) Ethics and Rules of Conduct  
The previous wording under Competence, Standards and Conduct of Audit Work has been replaced by 2 sections 4.2.2 – Code of Ethics and 4.2.3 Rules of Conduct. These sections are taken from the Code of Ethics of the Institute of Internal Auditors (Australia).
- (ii) Reporting the Results of Audit  
An additional paragraph has been added at the end of 4.2.5 re. the survey of customers that is required to be undertaken at the completion of each audit. This is to reflect current practice.

(iii) Key Performance Indicators

Section 4.2.9 has been added to reflect current practice.

**(A) Audit Committee Charter**

A review of other Council's Charters was undertaken as well as the document 'Audit Committees – A Guide to Good Practice for Local Government'.

A number of changes have been made:

(i) 1 – Purpose

Additional opening sentence has been added.

(ii) 2 – Authority

Additional opening paragraph has been added.

(iii) 4 and 5

Sections on Conflicts of Interest and Confidentiality have been added.

(iv) 6 – Responsibilities (previously 4)

This is the major change that has been made. The changes made to the Charter ensure alignment with the Guide to Good Practice and is consistent with the other charters reviewed.

Following the Audit Committee a further change was made to the policy presented to the Committee. Section 6.4 – Fraud Prevention/Awareness was added to the Charter as a responsibility of the Audit Committee.

**Risk Management Policy**

Changes

A number of changes have been made to the policy, including the renumbering of the various sections.

**Significant Change**

(i) Appendix A – Risk Management Committee Terms of Reference

The Policy has now incorporated the terms of reference for the Risk Management Committee.

**Proposal**

It is proposed that Council adopts the three revised policies:

|                |                                     |
|----------------|-------------------------------------|
| Policy No 7.3  | Risk Management Policy              |
| Policy No 16.1 | Internal Audit Policy               |
| Policy No 16.2 | Fraud Prevention and Control 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. All three policies are important policies with respect to Risk Management and Compliance issues.

The policies make a number of references to Fraud, Internal Control, 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, appropriate staff and the Audit Committee.

As the policies are governance related and have been revised 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**

Three revised policies have been recommended for adoption by the Audit Committee. 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 and Audit Committee Charter
3. Policy No 16.2 - Fraud Prevention and Control Policy

**Recommendation(s)**

***That Council adopts the following revised policies:***

- ***Policy No 7.3 Risk Management Policy***
- ***Policy No 16.1 Internal Audit Policy***
- ***Policy No 16.2 Fraud Prevention and Control Policy.***

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OM132404-7

## DIRECTIONS REPORT 2013 FOR DEPARTMENT OF HUMAN SERVICES - RURAL ACCESS PROGRAM

|             |                                   |           |              |
|-------------|-----------------------------------|-----------|--------------|
| AUTHOR:     | Monica Provan                     | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate &<br>Community Services | FILE REF: | 11/96003     |

### Purpose

To advise Council of the new Directions Report for 2013 which was provided to the Department of Human Services (DHS) as documentation of objectives and goals to be developed for the Rural Access program for Colac Otway Shire.

### Declaration of Interests

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

### Background

All shires supporting the Rural Access programme are required to create an annual Directions Report developed in partnership with DHS. The Directions Report outlines the current priority areas for community and organisational change across the Colac Otway Shire. The key features of each shires' reports are collated by DHS into a larger community building report for the Barwon area which is in turn presented to the State Government. Although an annual document, some medium to long term goals (18 months to 3 years) are carried forward into the following year/s report.

### 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.

### Issues / Options

The document identifies goals and strategies that the Rural Access position will implement involving appropriate and applicable organisations, community groups and individuals. The Barwon area, which includes the Colac Otway Shire, is involved in the national launch of Disability Care Australia, the new funding system for people with disabilities. As such, the businesses, organisations and communities within the Shire will be under national scrutiny regarding their responses to the needs of people with disabilities and the impact of responses on participation and inclusion within the Shire. The Council is also a direct service provider to people with disabilities through the Older Persons and Ability Support Services unit and will need to directly respond to changes in the way services are funded.

### Proposal

The key priorities of the Directions Report include those determined by DHS and common to all shires:

1. strengthening skills for implementing the Community Building Program
2. engagement and social and economic participation.

The next three priorities are determined by needs identified within the Shire and agreed as priority with DHS. These are to:

3. embed Access, Equity and Inclusion principles in the way Council plans, implements and evaluates its activities, services and facilities
4. support people with a disability and their families/carers to access new mainstream and community support opportunities
5. work with the local disability service providers and community organisations to develop contemporary approaches to support people of all abilities.

The goals and strategies related to the five priorities are detailed further in the Directions Report attached.

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

The Rural Access role is funded by DHS to implement the strategies recommended in the Directions Report. Funding for any identified projects relevant to the goals and strategies in the report can be sourced from external funding bodies by the Rural Access Community Services officer.

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

The risk management and compliance issues are negligible in carrying out the identified tasks.

Community members experiencing disability are at increased risk from discrimination and associated mental health issues if the Rural Access position does not undertake the standard functions of the role. Council will experience compliance issues if it does not fulfil its contractual obligations to DHS in agreeing to auspice the role. Other compliance issues Council may experience are inadvertent violations of the Disability Act 2006, the Disability Discrimination Act 1992 and the Victorian Charter of Human Rights 2006.

As the Shire is included in a nation-wide launch of Disability Care Australia, greater attention will be on the business practices and community development functions both in the Shire and of the Council that affect people with a disability. This attention will be at a political level as the State and Commonwealth continue to work through financial and political implications of required services. Local activity and responses will also inform policy development as the Launch Transition Agency reports findings to the Council of Australian Governments and refines policy and implementation documents based on the experiences of the launch participants.

### **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 method selected would be to inform through the presentation of this report. The other four levels of engagement will occur throughout the implementation of the individual strategies as detailed in the attached report.

### **Implementation**

The Rural Access role is directly funded to implement the strategies outlined in the report. The goals and strategies range from activities with more immediate outcomes to longer term outcomes up to 3 years. Further goals can be added if required, as long as Council and DHS agree the additions are required.

**Conclusion**

Over the next three years, Council will be in a highly visible position with regards to the ways it supports the access, inclusion and participation of people with disabilities. This includes standard Council responsibilities and activities, as well as the way in which it supports business and the community to respond to issues of access, participation and inclusion. The Directions Report is an important tool that guides the activity of the Rural Access programme in line with agreed priorities.

**Attachments**

1. Directions Report 2013 Final

**Recommendation(s)**

***That Council notes the information contained in the 2013 Directions Report for the Rural Access programme.***

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OM132404-8

### THIRD QUARTER FINANCIAL PERFORMANCE REPORT 2012-2013

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Brett Exelby                   | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F11/3291     |

#### Purpose

The purpose of this report is to provide information to Council and the community on the financial performance of Council up to the third quarter of the financial year, ending March 2013.

#### Declaration of Interests

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

#### Background

Council adopted the budget for 2012-2013 including the Capital Works Programme at the Council meeting held 27 June 2012. The attached report seeks to provide information on the performance of Council against the adopted budget.

#### Council Plan / Other Strategies / Policy

##### Leadership and Governance

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

#### Issues / Options

Attached to this report is the Third Quarter Financial Performance Report 2012-2013.

At the time the budget for 2012-2013 was prepared, it was expected that Council would see an operating surplus of \$6.379 million. Council continues to revise the estimate for the 2012-2013 year activities as more accurate information comes to hand, with the current operating surplus forecast to be \$10.054 million. Variations between the forecast and the original budget arise as circumstances change during the course of the financial year.

The significant variation noted above is as a result of the value of grants that are expected to be received for the Blue Water Fitness Centre redevelopment during in the 2012-2013 period. In addition, the range of capital works activities and associated expenditure for the 2012-2013 period also varies as funding becomes available via government grants. The additional income is reflected in the operating surplus, whilst the additional works is reflected in the capital works statement.

The achievement of an operating surplus for the 2012-2013 year continues to be a priority of Council. It is important for Council and the community to understand that we continue to refine our forecasts and adjust our activities to ensure that Council is in the position to report an operating surplus for the 2012-2013 financial year.

Council currently has a cash at bank balance of \$13.636 million, which is slightly lower than for the same time in 2011-2012.

**Superannuation Liability**

Officers have undertaken a detailed review of Capital Works and Special Projects for 2012-13 and have reallocated funds to the payment of the Defined Benefits Superannuation Liability. Council's Defined Benefits Superannuation Liability has now been paid in full, providing a net saving of \$92,000.

**Proposal**

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

**Financial and Other Resource Implications**

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

**Risk Management & Compliance Issues**

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

**Environmental and Climate Change Considerations**

Applied in preparation of Council Plan and adoption of budgets.

**Community Engagement**

The community engagement strategy 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 is to inform as per statutory obligations when preparing the Council Plan and Budget. This is a quarterly report that is for the information of Council.

**Implementation**

The Council Plan and Budget are already implemented and operating.

**Conclusion**

This report has been compiled by the Finance and Customer Service Unit with the assistance of other affected business units of Council and reflects the performance to date of Council against the budget and targets set by Council for the third quarter of the 2012-2013 financial year.

**Attachments**

1. Report - Quarterly Council Report - 2012-2013 - Quarter 3 Financial Performance Report to Council - March 2013
2. Capital Works & Major Projects Programme Update - Third Quarter 2012-2013

**Recommendation(s)**

***That Council receives the third quarter financial performance report for 2012-2013.***

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OM132404-9

**COUNCIL PLAN THIRD QUARTER PROGRESS REPORT**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Margaret Giudice               | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F11/3291     |

**Purpose**

This report provides information to Council and the community on the progress of achieving the Key Actions from the Council Plan 2009-2013 for the third quarter of the financial year, ending March 2013.

**Declaration of Interests**

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

**Background**

Council approved the revised 2009-2013 Council Plan at the Council meeting held on 27 June 2012.

**Council Plan / Other Strategies / Policy****Leadership and Governance**

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

As noted above, this report discusses performance against the Council Plan 2009-2013.

**Issues / Options**

The attached report provides Council with the third quarterly progress report as at 31 March 2013 against the Council Plan 2009-2013.

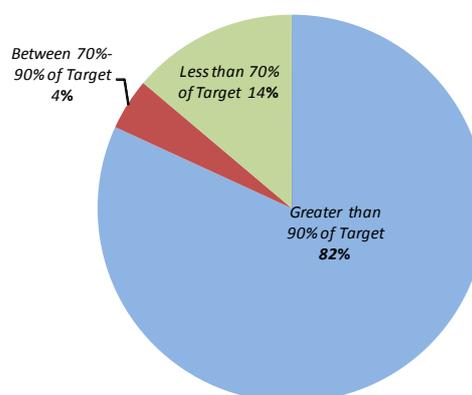
The Council Plan consists of six Key Result Areas for the four year Council Plan period:

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

Each Key Result Area incorporates a number of Council Plan Strategies (what we want to achieve) and Key Actions (how we will do it). The Strategies and Key Actions are reviewed every 12 months for currency and form the basis of Annual Business Plans and Budgets for each Business Unit of Council.

Progress on the 116 Council Plan Key Actions is measured cumulatively over the year, with a target set for each quarter. The status of the Key Actions at the close of the third quarter are as follows:

**Progress on Council Plan Key Actions  
January – March 2013**



- 95 Actions at least 90% of target
- 5 Actions between 70% and 90% of target
- 16 Actions less than 70% of target

Actions with a score of less than 90% of target for the quarter are progressing and are anticipated to reach completion in the final quarter. Two actions that have not commenced, designated 'No Progress', as they are dependent on additional resources to activate them.

Progress against the Council Plan Key Actions and annual Business Plan actions are routinely updated in the interplan® business software performance system. Along with progress comments, responsible officers are required to indicate the current status and percentage of achievement. For Council Plan Key Actions, percentage progress is represented by 'traffic lights' throughout the attached report, with cumulative progress for each of the six Key Result Areas reflected in the progress gauges on the first page of the report. The first gauge in the report depicts total progress for the quarter against the 2012/13 Council Plan actions.

As at 31 March 2013, the end of the third, the organisation is on track to achieve a successful outcome for this financial year.

### **Proposal**

That Council consider the quarterly report as provided.

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

There are no financial or resource implications as a result of this report.

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

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

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

Applied in preparation of Council Plan and adoption of budgets.

### **Community Engagement**

The community engagement strategy 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 as per statutory obligations when preparing Council Plan and Budget. This is a quarterly report that is for the information of Council.

### **Implementation**

The Council Plan and Budget are already implemented and operating.

### **Conclusion**

As at 31 March 2013, the end of the third quarter, the organisation is on track to achieve a successful outcome for this financial year.

### **Attachments**

1. Quarterly Council Plan Progress Report - March 13

**Recommendation(s)**

***That Council receives the 2012-2013 Council Plan Third Quarter Progress Report for the three months ending 31 March 2013.***

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**OM132404-10      DRAFT COUNCIL PLAN 2013-2017 AND STRATEGIC  
RESOURCE PLAN 2013-14 TO 2016-17**

|             |                                   |           |              |
|-------------|-----------------------------------|-----------|--------------|
| AUTHOR:     | Carmen Lawrence                   | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate &<br>Community Services | FILE REF: | F11/3291     |

**Purpose**

To provide Council with the draft Council Plan 2013-2017 and Strategic Resource Plan 2013-14 to 2016-17 for approval to be released to the community for comment.

**Declaration of Interests**

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

**Background**

The Council Plan 2013-2017 is an important strategic document which responds to the issues faced by our community and sets out our goals, key strategic activities and performance indicators for the next four years.

The Council Plan attached also includes the Strategic Resource Plan for the period 2013-14 to 2016-17.

**Council Plan**

Section 125 of the *Local Government Act 1989* requires that Council must adopt a four year Council Plan by 30 June in the year following a general Council election.

The Council Plan that has been developed to meet the requirements of the Act and includes:

- Pillars or Themes
- Goals
- Strategies
- Key Strategic Activities
- Performance Indicators and Targets
- Strategic Resource Plan.

The Act also requires that the Council Plan is reviewed at least annually to ensure it remains consistent with Council's strategic direction.

An extensive community consultation process was undertaken to inform the development of the draft Council Plan 2013-2017. Regular media releases informed the community on the date, time and location of consultations. Sessions were held across the Shire in the following townships:

- Apollo Bay
- Beeac
- Birregurra
- Colac
- Cororooke

- Forrest
- Gellibrand
- Lavers Hill

Consultation occurred with the following Progress Associations and Business Groups:

- Apollo Bay Chamber of Commerce and Tourism
- Beeac Progress Association
- Birregurra Progress Association
- Otway Business Inc
- Otway Forum

In addition, feedback was sought using social media and Council's website.

### **Strategic Resource Plan**

The Strategic Resource Plan (SRP) is a component of the Council Plan and outlines the resources required to achieve Council's Goals expressed in the Council Plan. The SRP must include:

- Details of financial resources (standard statements).
- 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.

Due to the budget process being undertaken at a later time than the Strategic Resource Plan, the figures in the SRP will need to be adjusted in the final document as the budget further develops.

The SRP currently indicates a rate increase of average rates and charges per assessment by 6.00 percent in the 2013-2014 financial year. The level of increase is still to be finalised.

Capital Expenditure is indicated at \$9.8 million in the SRP for 2013-2014.

### **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 Council is required by the Local Government Act 1989 to submit its Council Plan to the Local Government Minister by 30 June following a general election.

The aim of the Council Plan 2013-2017 is to articulate Council's vision for the future of Colac Otway Shire for and to outline strategies to be achieved during the next four year period. It is an important strategic document for informing where Council's financial resources will be directed.

The development of the draft Council Plan has been a result of extensive community consultation and a number of discussions with Councillors and staff.

The Council Plan includes:

- A vision: A sustainable community with a vibrant future
- A mission statement

- Council's values
- Our Commitment

To satisfy the requirements of the *Local Government Act*, the Council Plan is structured as follows:

- **Pillars**

The plan is structured around four key themes or 'pillars', these are:

- Pillar 1: Good Governance
- Pillar 2: A Planned Future
- Pillar 3: A Place to Live and Grow
- Pillar 4: A Healthy Community and Environment.

- **Goals**

These are high level objectives of Council:

- Pillar 1: Good Governance
  - Ensure transparency of governance practices, the capability of our organisation and effective resource management.
- Pillar 2: A Planned Future
  - Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.
- Pillar 3: A Place to Live and Grow
  - Improve access to buildings, spaces and education to support and enable quality of life.
- Pillar 4: A Healthy Community and Environment.
  - Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.

- **Strategies**

These are statements of intended action to achieve the Council Plan goals:

- Pillar 1: Good Governance
  - Transparent and accountable decision making.
  - Prudent and accountable financial, asset and resource management.
  - Effective community engagement and participation.
  - Embed an organisation culture of a high performance and service excellence.
- Pillar 2: A Planned Future
  - Plan for future land use to respond to population growth and changing needs.
  - Develop an integrated response to meet future infrastructure needs.
  - Advocate for improved public transport.
  - Promote local business, services and foster employment opportunities.
  - Grow tourism to support the local economy.
- Pillar 3: A Place to Live and Grow

- Address the health and wellbeing needs of people of all ages and abilities.
  - Advocate for access to an increased range of education and training opportunities.
  - Increase the diversity of arts, culture and social spaces.
  - Maintain existing infrastructure.
- Pillar 4: A Healthy Community and Environment.
- Encourage active participation in recreation, arts and leisure pursuits.
  - Promote respect, tolerance and inclusion of cultural differences.
  - Advocate to increase environmental sustainability.
  - Protect and care for the natural environment.
  - Support community safety through local law enforcement and emergency management.
- **Key Strategic Activities, Performance Indicators and Targets**

The key issues faced by our community have informed the choice of major projects/activities that Council has identified as its highest priorities, or Key Strategic Activities (KSA's), to achieve during the next four years. Performance indicators and targets have been established for each of the KSA's.

#### Pillar 1: Good Governance

|                                                                 | Performance Indicators                                   | Targets |
|-----------------------------------------------------------------|----------------------------------------------------------|---------|
| Implement Council's Risk Management System.                     | Incident reporting and management system implemented.    | 100%    |
|                                                                 | Budget met with a tolerance of                           | +/- 5%  |
|                                                                 | Risk Register reviewed by the Risk Management Committee. | 100%    |
|                                                                 | Compliance audits completed.                             | 100%    |
|                                                                 | New risk register management system implemented.         | 100%    |
|                                                                 | Budget met with a tolerance of                           | +/- 10% |
| Implement Council's internal audit program.                     | Complete internal audits as per audit schedule.          | 100%    |
|                                                                 | Respond to all audit recommendations.                    | 100%    |
|                                                                 | Budget met with a tolerance of                           | +/- 5%  |
| Develop proficiency in the National Asset Management Framework. | Asset Management system implemented.                     | 100%    |
|                                                                 | Budget met with a tolerance of                           | +/- 5%  |

#### Pillar 2: A Planned Future

|                                                             | Performance Indicators                                                                                        | Targets |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------|
| Community integrated infrastructure and asset renewal plan. | Asset management plan developed.                                                                              | 100%    |
|                                                             | Budget met with a tolerance of                                                                                | +/- 5%  |
| Staged implementation of the Colac CBD & Entrances Project. | Detailed design completed (stage 1).                                                                          | 100%    |
|                                                             | Funding bid successful (stage 2).                                                                             | 100%    |
|                                                             | Inner Eastern Entrance completed (stage 3).                                                                   | 100%    |
|                                                             | Budget (stage 3) met with a tolerance of                                                                      | +/- 5%  |
| Apollo Bay Harbour Master Plan.                             | Master Plan completed and adopted as a reference document in the Colac Otway Shire Planning Scheme (stage 1). | 100%    |

|                                                     |                                                        |      |
|-----------------------------------------------------|--------------------------------------------------------|------|
|                                                     | Implementation strategy developed (stage 2).           | 100% |
| Redevelopment of the former Colac High School site. | Master Plan completed (stage 1).                       | 100% |
|                                                     | Clearance and Handover to Colac Otway Shire (stage 2). | 100% |
|                                                     | Detailed design completed (stage 3).                   | 100% |

### Pillar 3: A Place to Live and Grow

|                                                                                     | Performance Indicators                                         | Targets   |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------|-----------|
| Develop and implement the Public Health and Wellbeing Plan.                         | Plan developed.                                                | 100%      |
|                                                                                     | Plan implemented.                                              | 100%      |
|                                                                                     | Budget met with a tolerance of                                 | +/- 5 %   |
| Staged implementation of the Beechy Precinct development program.                   | \$10 million Bluewater Fitness Centre redevelopment completed. | 100%      |
|                                                                                     | Budget met with a tolerance of                                 | +/- 2.5 % |
|                                                                                     | Community sports field constructed.                            | 100%      |
|                                                                                     | Budget met with a tolerance of                                 | +/- 10%   |
| Staged implementation of the Open Space Strategy.                                   | Strategy incorporated into the Planning Scheme (stage 1).      | 100%      |
|                                                                                     | Implementation strategy developed (stage 2).                   | 100%      |
|                                                                                     | Priority actions implemented (stage 3).                        | 100%      |
|                                                                                     | Budget (stage 3) met with a tolerance of                       | +/- 5 %   |
| Implement the Building Renewal Program.                                             | Program actions completed.                                     | 85%       |
|                                                                                     | Budget met with a tolerance of                                 | +/- 5 %   |
| Implement the Workforce and Industry Development Project (Advancing Country Towns). | Industry workforce plan completed.                             | 100%      |
|                                                                                     | Budget met with a tolerance of                                 | +/- 5 %   |
|                                                                                     | Green business audit completed.                                | 100%      |
|                                                                                     | Budget met with a tolerance of                                 | +/- 5 %   |

### Pillar 4: A Healthy Community and Environment.

|                                                                    | Indicators                                               | Target  |
|--------------------------------------------------------------------|----------------------------------------------------------|---------|
| Implement the relevant stages of the Environment Strategy 2010-18. | Develop bi-annual action plans.                          | 100%    |
|                                                                    | Completion of bi-annual plan actions.                    | 80%     |
|                                                                    | Budget met with a tolerance of                           | +/- 5%  |
| Implement the Active Transport Strategy.                           | Strategy adopted.                                        | 100%    |
|                                                                    | Implementation plan developed.                           | 100%    |
|                                                                    | Budget met with a tolerance of                           | +/- 10% |
| Implement the Municipal Emergency Management Plan.                 | Annual review and realignment completed.                 | 100%    |
|                                                                    | Colac Otway Shire Municipal Fire Plan actions completed. | 80%     |
|                                                                    | Budget met with a tolerance of                           | +/- 10% |

- **A Strategic Resource Plan**

This section of the plan is made up of four financial statements and a statement about our human resources in line with the requirements of the *Local Government Act*.

#### Consultation

In accordance with s223 of the *Local Government Act 1989*, the draft Council Plan is required to be advertised and call for public submissions for a period of at least 28 days in accordance with sections 125 and 223 of the *Local Government Act 1989*.

It is proposed that there will be a five week consultation period to enable the final Council Plan to be considered by Council at the 26 June 2013 Council meeting.

The period of public consultation and comment will commence from 29 April 2013 for a five week period closing Monday, 3 June 2013. Any person may make a submission and can request in their submission to appear in person (or be represented) at a Special Meeting of Council at COPACC to hear submissions on Wednesday, 12 June 2013.

### **Proposal**

That Council endorses the draft Council Plan 2013-2017 and releases the Plan for community comment.

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

The 2013-2014 budget allocation allowed for the Council Plan production is \$12,000.

The Council plan identifies the key business activities of the Council for the coming four years and informs the determining of Council Budgets. The Plan is supported by the Strategic Resource Plan which sets out a four year Financial Plan to ensure the Council Plan goals can be achieved.

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

The draft Council Plan 2013-2017 meets the legislative requirements of sections 125, 126 and 223 of the *Local Government Act 1989*.

The Plan is to be prepared by 30 June, following the election of Council, and be made available for public inspection, with members of the public provided the right to make a submission under the provisions of section 223 of the *Local Government Act 1989*.

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

Considerations have been applied in the development of the draft Council Plan 2013-2017 and Strategic Resource Plan 2013-14 to 2016-17.

### **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 consult and involve the Community in the development of the draft Council Plan.

An extensive community consultation process was undertaken to inform the development of the draft Council Plan 2013-2017. Regular media releases informed the community on the date, time and location of consultations. Sessions were held across the Shire in the following townships:

- Apollo Bay
- Beeac
- Birregurra
- Colac
- Cororooke
- Forrest
- Gellibrand
- Lavers Hill

Consultation also occurred with the following Progress Associations and Business Groups:

- Apollo Bay Chamber of Commerce and Tourism
- Beeac Progress Association
- Birregurra Progress Association
- Otway Business Inc
- Otway Forum

In addition, feedback was sought using social media and Council's website.

A further period of consultation is now required in accordance with s223 of the *Local Government Act 1989*. The draft Council Plan is required to be advertised and call for public submissions in accordance with sections 125 and 223 of the *Local Government Act 1989*.

It is proposed that there will be a five week consultation period to enable the final Council Plan to be considered by Council at the 26 June 2013 Council meeting.

The period of public consultation and comment will commence from 29 April 2013 for a five week period closing Monday, 3 June 2013. Any person may make a submission and can request in their submission to appear in person (or be represented) at a Special Meeting of Council at COPACC to hear submissions on Wednesday, 12 June 2013.

### **Implementation**

Key dates/activities for community comment on the draft Council Plan 2013-2017 are:

- Draft Council Plan for public comment, 29 April 2013, for a five week period closing Monday, 3 June 2013.
- Special Council Meeting at COPACC to hear submissions, 12 June 2013.
- Council Plan adoption by Council, 26 June 2013.
- Council Plan forwarded to the Minister, 30 June 2013.

### **Conclusion**

The development of the draft Council Plan 2013-2017 has been an extensive process involving the community in a number of ways.

The draft Council Plan is compliant with the requirements of the *Local Government Act 1989*.

The Council Plan 2013-2017 responds to the key issues faced by our community, which informed the choice of major projects/activities that Council has identified as its highest priority. Council has committed to complete these projects over the life of this plan, supporting the achievement of our stated goals.

### **Attachments**

1. Draft Council Plan 2013-2017-20130415

**Recommendation(s)**

***That Council:***

- 1. Endorses the draft Council Plan 2013-2017 and Strategic Resource Plan 2013-14 to 2016-17 to be released for public submissions for a period of five weeks.***
- 2. Considers any submissions on the draft Council Plan 2013-2017 and Strategic Resource Plan 2013-14 to 2016-17 at a Special Council Meeting to be held on Wednesday 12 June 2013 at COPACC at 1.00 pm.***

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**INFRASTRUCTURE AND SERVICES**

| <b>ITEM</b>               |   |
|---------------------------|---|
| <b><u>OM132404-11</u></b> | <b><u>NOTICE OF RESCISSION - COLAC BYPASS</u></b>                                       |
| <b><u>OM132404-12</u></b> | <b><u>NOTICE OF RESCISSION - COLAC BYPASS</u></b>                                       |
| <b><u>OM132404-13</u></b> | <b><u>COLAC HEAVY VEHICLE BY-PASS STUDY</u></b>   |
| <b><u>OM132404-14</u></b> | <b><u>PORT OF APOLLO BAY - AUDIT OF PORT SAFETY AND ENVIRONMENT MANAGEMENT PLAN</u></b> |



**OM132404-11 NOTICE OF RESCISSION - COLAC BYPASS (CR MICHAEL DELAHUNTY)**

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on 24 April 2013:

That Council:

1. Rescinds point 3 of the resolution adopted at the Colac Otway Shire Council Ordinary meeting held on 27 June 2012 at item OM122706-10 Colac Road Hierarchy and Heavy Vehicle Transport Route Investigation, that being:
  - “3. Abandons any further investigation of the Rail Corridor as part of this study”.

**Recommendation**

***That Council consider the contents of this Notice of Rescission.***

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**OM132404-12 NOTICE OF RESCISSION - COLAC BYPASS (CR MICHAEL DELAHUNTY)**

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on 24 April 2013:

That Council:

1. Rescinds the following resolution adopted at the Colac Otway Shire Council Ordinary meeting held on 23 May 2012:

**Item OM122305-17 Heavy Vehicle Transport Route**

*“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.”*

**Recommendation**

***That Council consider the contents of this Notice of Rescission.***

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OM132404-13

**COLAC HEAVY VEHICLE BY-PASS STUDY**

|             |                           |           |           |
|-------------|---------------------------|-----------|-----------|
| AUTHOR:     | Neil Allen                | ENDORSED: | Rob Small |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | F11/2716  |

Ordinary Council at its meeting on 27 March 2013 resolved that the matter be deferred to the meeting to be held on 24 April 2013.

**Purpose**

The purpose of this report is for Council to endorse the detailed investigation by Traffic Consultant “Aurecon” of four (4) Options for a long term Colac By-Pass route which they will then report back to Council for consideration of a preferred Option for the location of the actual By-Pass of the Princes Highway around 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 Community Reference Group to identify all the options raised.
- **Stage 2:** Recommendation of an initial 10 potential routes for analysis to be refined down to four (4) routes at the next stage. This involved narrowing down the various options identified and producing a Report with recommendations that set out four potential routes for a heavy vehicle deviation route for consideration.
- **Stage 3:** Recommendation of 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. This would include getting Sign-Off at Council on four (4) preferred routes and going out for public comment on the preferred corridors before bringing a final report back to Council with a single 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, appointed 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 recommendations.

The Reference Group consisted of the following:

- 1) Council and Vicroads Representatives
- 2) Contract Representative
- 3) Community Representatives
- 4) Transport Industry Representatives

The Consultant in conjunction with members of the Community Reference Group had initially identified 40 routes for further investigation. This was narrowed down and reported to Council for consideration. Council resolved at the 27 June 2012 Ordinary Council Meeting as follows:

**“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***
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.”***

**Council Plan / Other Strategies / Policy  
Leadership and Governance**

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

**Issues / Options**

Council needs to determine a long term alignment for a Colac By-Pass to allow the long term planning for future land use and development and to also take advantage of the highway duplication proposal currently being planned and carried out by Vicroads. The time from planning to implementation of the Geelong Ring Road took in excess of 40 years before it was built, therefore Council needs to determine a future alignment to ensure that the location of the By-Pass and future development are complimentary.

Council needs to endorse Options from the initial feasibility study for the Consultant to investigate further and consult with the community before making a final recommendation back to Council on the preferred Option for the alignment of a Colac By-Pass.

This will also involve the calling for community comment on the preferred Options prior to submitting a detailed recommendation to Council for consideration of the preferred Option.

Once this option is adopted, a further body of work which is outside the scope of the project will need to occur at a later stage as follows:

- Include the By-Pass in the Planning Scheme through referencing in the Municipal Strategic Statement
- Investigation of the corridor and preparation of an Environmental Impact Statement
- Inclusion of an alignment overlay of the By-Pass in the Planning Scheme
- Consideration of detailed alignment and land acquisition.
- Placing on the Vicroads Works Program
- Construction of the By-Pass.

The original contract required a detailed investigation of four (4) Options. The Council resolution required only three (3) Options be investigated, however, Vicroads has suggested a 4<sup>th</sup> Option – Southern Route Variation be considered to take advantage of the Highway Duplication. The inclusion of this Option is in line with the original contract which proposed four (4) Options be investigated and as such would not incur any additional cost to Council.

Each of the Options presents a number of challenges which will need to be considered in conjunction with the consultation process as part of the project before it can be implemented. These include but are not limited to the following:

- Environment Flora and Fauna Issues
- Land Acquisition
- Linkages with southern routes
- Linkages with Colac Industrial areas
- Gradient and Topography
- Transport and Energy Efficiency
- Project Cost/Benefit

Due to ongoing comments about making use of the rail corridor for heavy transport, Council also undertook to further investigate the rail option which involved co-locating the By-Pass within or adjacent to the railway reserve through Colac. A meeting was held with Public Transport Victoria (PTV) in Melbourne to discuss the options. PTV advised that they would not support having a By-Pass or Heavy Vehicle Route within or adjacent the rail corridor. A copy of the letter from PTV confirming this view is attached. Based on the response from PTV, any further consideration of a rail corridor was dismissed.

The various Options which are proposed to go for public comment are as follows:

• **Option 1 – North of the Lake**

Issues Informing Corridor:

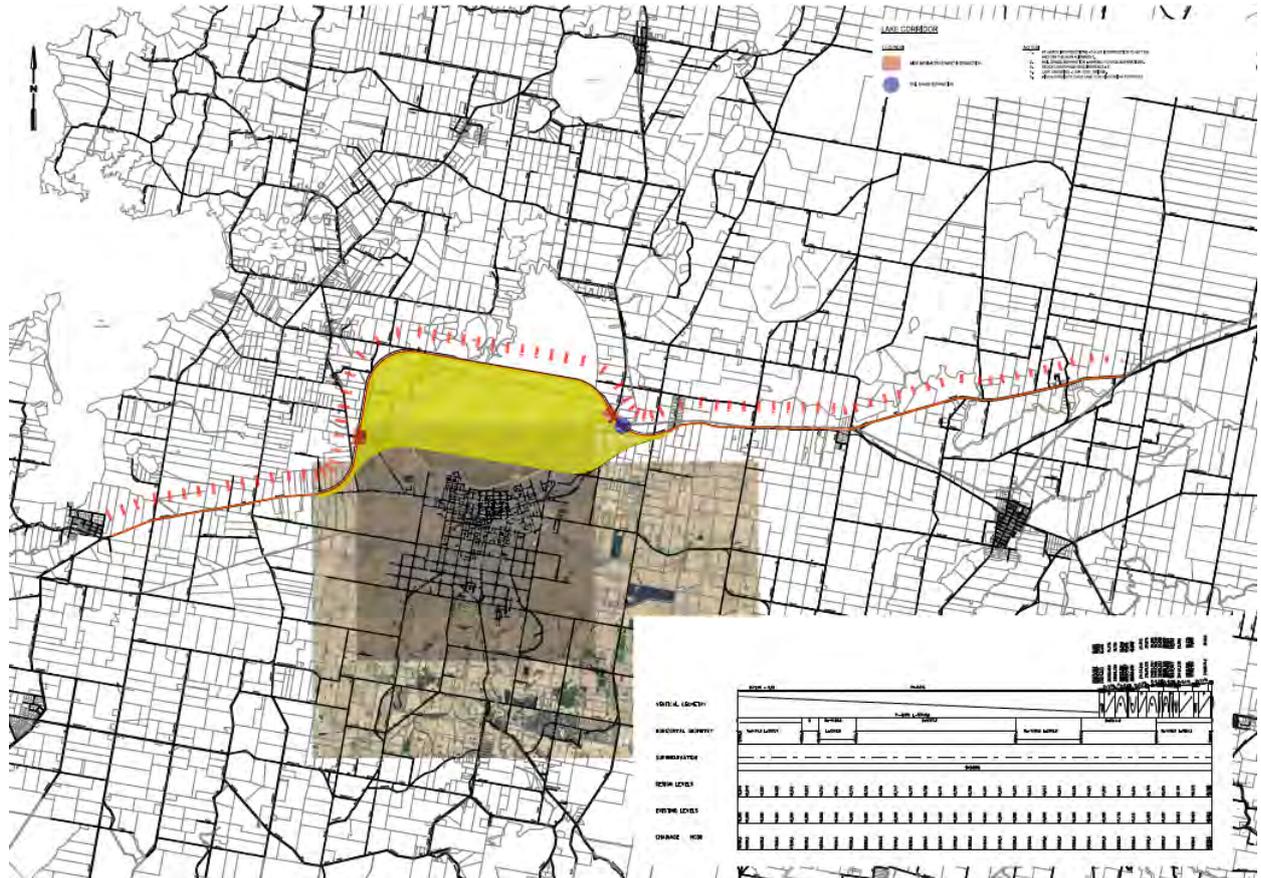
- Maximising use of the planned duplicated sections of Princes Highway
- Environment Issues
- Transport Efficiency
- Linkages



• **Option 2 – Lake Route**

Issues Informing Corridor:

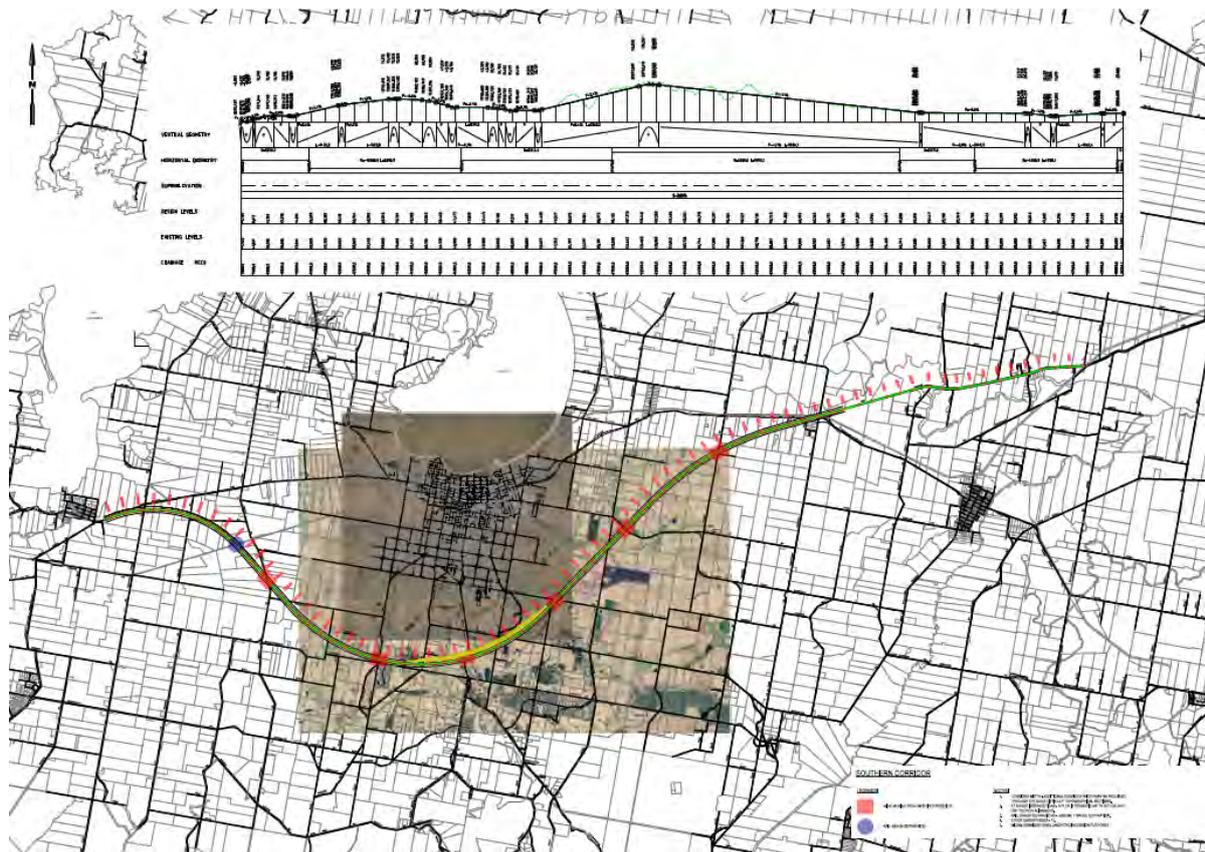
- Maximising use of the planned duplicated sections of Princes Highway
- Maintaining usable areas of Lake between route and town
- Environmental Issues
- Heritage Issues



• **Option 3 – Outer Southern Route**

Issues Informing Corridor:

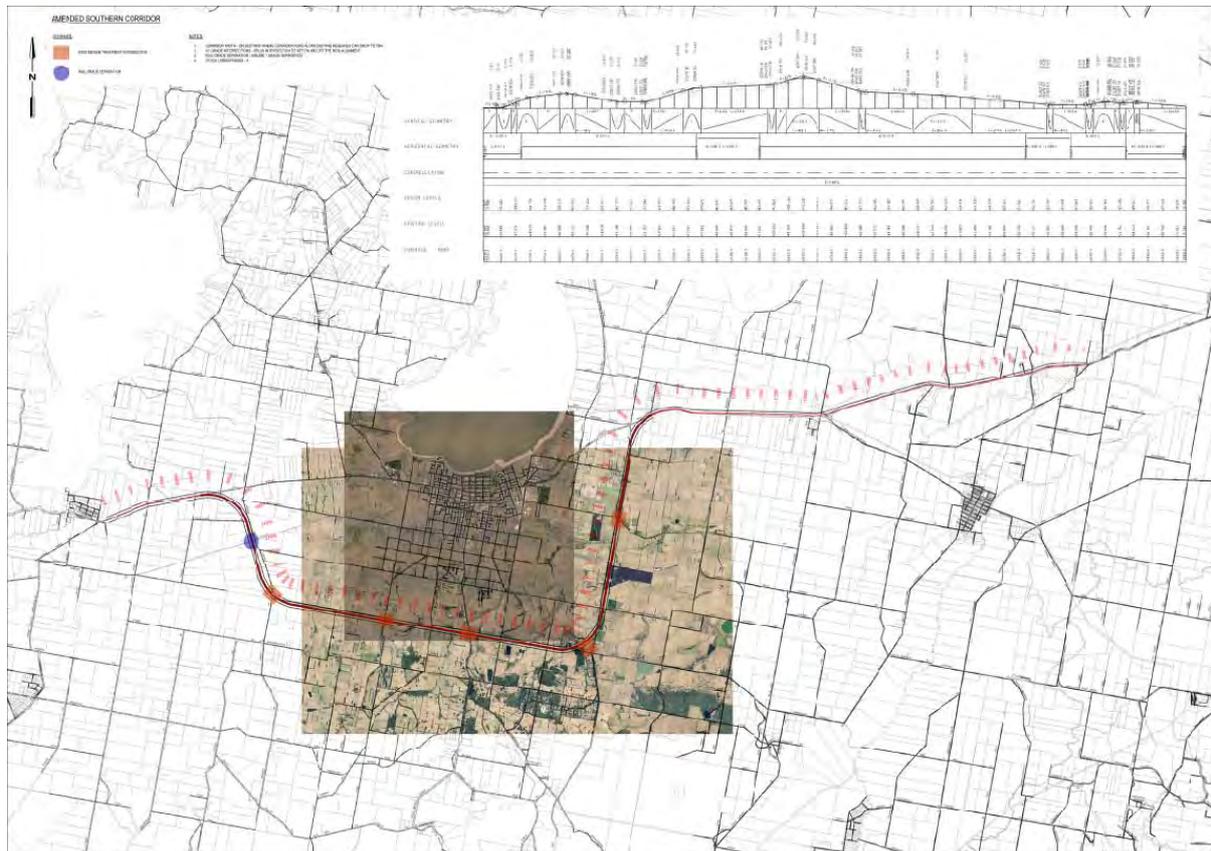
- Transport efficient horizontal alignment
- Existing topography in the area
- Implications of potential new Water Basin for Colac
- Environmental issues
- Linkages



- **Option 4 - Southern Route – Variation**

Issues Informing Corridor:

- Maximising use of the planned duplicated sections of Princes Highway
- Existing topography in the area
- Use of Existing Road Reservations
- Implications of potential new Water Basin for Colac



### Proposal

It is proposed that the consultant Aurecon, be instructed to continue on with community consultation based on exploring the four (4) preferred Options as listed above, prior to coming back to Council with a recommendation on a single By-Pass Route around Colac.

The project from here on will involve Aurecon undertaking 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 the community options for attending – 4.00pm-5.30pm and 6.00pm-7.30pm
  - Facilitated by *Aurecon Consultants*
  - Format of the Open Day
    - Short formal presentation to inform the community on the process to date, the four (4) shortlisted corridors and the process going forward
    - Feedback from community and stakeholders
    - Individual discussion period with consultant representatives and Council officers
    - Formal feedback opportunities

Based on the community consultation and the detailed investigation of the Options it is intended that the Consultant will then provide a further report back to Council on the preferred Option for consideration by Council. This will be formally reported to Council as the By-Pass Corridor for consideration in the development of the Princes Highway Duplication works and to allow future land use planning.

The corridor is intended to provide guidance for the next stage of the work which would involve detailed design and investigation regarding the Route, connections with other roads, drainage, land acquisition and specific road designs. This work would be expected to be carried out at a later stage in conjunction with the Highway Duplication investigations and is not part of this project.

#### Financial and Other Resource Implications

There are no initial costs as a result of this report, however, longer term funding of the Options will need to be discussed with Vicroads to determine responsibility. It would be expected that Vicroads would fund the major project costs, however, Council will have some costs associated with the Planning Scheme process. Indicative first order costs have been determined to provide guidance of project costs for each Option as outlined in the table below. The final costs will increase significantly when Land Acquisition, Environmental Mitigation, Design, Project and miscellaneous costs are included.

| Option    | Description  | Estimate of Total Construction Cost Range | Construction Cost per km (High Value) |
|-----------|--|---|---------------------------------------|
| Option 1  | North of Lake  | \$134M - \$175M                           | \$5.4M per km                         |
| Option 2a | Across Lake – Bridge   | \$291M - \$381M                           | \$16.6M per km                        |
| Option 2b | Across Lake – Causeway & Bridge                                      | \$155M - \$202M                           | \$8.8M per km                         |
| Option 3  | Outer Southern Route (South of Lake)                                 | \$143M – \$186M                           | \$6.1M per km                         |
| Option 4  | Outer Southern Route (South of Lake, Maximum use of duplicated road) | \$133M - \$173M                           | \$6.3M per km                         |

Please note that these costs do not include the following:

- Land Acquisition
- Environmental Mitigation
- VicRoads Costs
- Design Consultancy Costs

**Risk Management & Compliance Issues**

There are a number of risks associated with this project and in particular the environmental risks associated with Flora and Fauna along the corridors. As part of the investigations to determine a final route, the consultant will undertake a high level, environmental assessment.

The other major risk is that if Council fails to determine a long term By-Pass for Colac, it will compromise land use for future generations. This will have major impacts on the manner and form in which Colac will develop into the future. This will also compromise the planning work currently being undertaken by Vicroads as part of the Highway Duplication works.

**Environmental and Climate Change Considerations**

The analysis of the final routes will require a high level investigation of the impact of environmental issues as part of the assessment process and this will be reported as part of the final report. However, prior to introducing any option into the Planning Scheme or undertaking any detailed works and construction, a further detailed Environmental Management Report will need to be carried out.

**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 to consult and involve the community 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.

**Implementation**

It is proposed that subject to Council approval, the Consultant will commence a six (6) week public consultation process, undertake a detailed investigation of the Options and report back to Council with a recommendation on the preferred Colac By-Pass Route for Council to endorse.

Once the Colac By-Pass Route has been approved by Council, the By-Pass Route shall be provided to VicRoads to assist them with their planning for the Princess Highway Duplication and progress will also commence on bringing the road corridor into the Planning Scheme to secure land for the future.

**Conclusion**

To progress this matter, Council needs to endorse further investigation by "Aurecon of the four (4) Options outlined in this report prior to a further report to Council on the final recommended route.

**Attachments**

1. Letter from Public Transport Victoria

**Recommendation(s)**

***That Council:***

1. ***Instructs the consultant to investigate the following corridor routes for a Colac By-Pass:***
  - **Option 1 – North of the Lake**
  - **Option 2 – Lake Route**
  - **Option 3 – Outer Southern Route**
  - **Option 4 – Southern Route - Variation**
  
2. ***Instructs the consultant to commence the consultation process for the next stage of the study and report the final recommendation on the preferred Colac By-Pass route back to the Council for consideration and adoption.***

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**OM132404-14 PORT OF APOLLO BAY - AUDIT OF PORT SAFETY AND ENVIRONMENT MANAGEMENT PLAN**

|             |                           |           |            |
|-------------|---------------------------|-----------|------------|
| AUTHOR:     | Ranjani Jha               | ENDORSED: | Neil Allen |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | 11/95630   |

**Purpose**

The purpose of this report is to inform Council about the outcomes of the Port of Apollo Bay Safety and Environment Management Plan external audit.

**Declaration of Interests**

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

**Background**

An audit of the Safety and Environment Management Plan (SEMP) was held for all south west local ports, including the Port of Apollo Bay, in February 2013. As part of the Port Management Agreement the Port Manager is required to demonstrate compliance with Safety and Environment Management Plan, Section 91E 1A of the Port Management Act and Section 8.1 of the Ministerial Guidelines. As part of the audit the appointed auditor has to determine:

*“That the Port Manager is complying with the safety management plan for the port.”*

In order to determine compliance with the Safety Management Plan the following aspects are audited:

- Preparation of a SEMP in accordance with Part 6A of the Port Management Act
- Ensure that the SEMP is audited in accordance with Part 6A of the Port Management Act
- Ensure reasonable steps are taken to implement the measures specified in the Safety Management Plan and Environment Management Plan to control hazards and risks
- Ensure reasonable steps are taken for involving all tenants, licencees and service providers operating within the port boundary in the implementation of the Safety Management Plan and Environment Management Plans
- Ensure that reasonable steps are taken to follow the procedures in the SEMP for the review and revision of the SEMP
- Ensure that the SEMP, certificates and audit reports are kept at the office of the Port Manager
- Ensure that the documents related to the SEMP are made available for inspection by authorised persons
- Audit of SEMP by a person approved by the Minister
- Ensure that an audit is conducted within six (6) months of the time fixed by the Minister or within three (3) years after the previous audit
- Compliance with any Ministerial directions
- Compliance with any Ministerial guidelines to publish an audit report
- Annual report to the Minister on safety and environment performance outcomes
- Compliance with the annual report as per the new Ministerial Guidelines.

The Local Ports division of the Department of Transport (DoT) appointed Landserv Environment as the Port Auditor and the date of 11 February 2013 was assigned for undertaking the audit for Port of Apollo Bay. As part of the SEMP audit requirement, the SEMP was reviewed together with scrutiny of several associated documents such as:

- Port operational manual and processes
- Asset Management Plan
- Forms for use of various port services reflecting SEMP conditions
- User induction procedure
- Slipway safe working procedure
- Harbour site map indicating various facilities, assets and navigational aids
- Boating chart
- Port emergency management plan
- Events permit conditions
- Annual report including financial report
- Dredging Best Practice
- Anti fouling and hull cleaning at the Slipway.

The review of the SEMP document involved the following key changes to the previous SEMP document dated 2008 – 2011:

1. Inclusion of key performance indicators within the SEMP document addressing the key objectives
2. A review of the Safety Hazard Risk Register
3. A review of the Environmental Hazard Risk Register
4. A review of the Significant Safety Hazard Control Register
5. A review of the Significant Environment Hazard Control Register.

The reason for thoroughly reviewing the Safety and Environment risks and control registers of the previous SEMP (2008-2011) was due to the fact that in the previous SEMP there were more than 200 risks listed that were not closely related to the Port of Apollo Bay harbour operations. The risk registers and control registers were carefully reviewed in consultation with the port staff and other stakeholders in order to reflect the risk and control measures closely linked to the Port of Apollo Bay.

### **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 2009-13 indicates that Council has an ongoing commitment for the management and operations of the Port of Apollo Bay.

### **Issues / Options**

In 2012 Council signed a five year management agreement for the management of the Port of Apollo Bay with DoT being from 1 July 2012 to 30 June 2017. Clause 9.2 of the Port Management Agreement indicates that:

*“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.”*

The Ministerial Guidelines: Port Safety and Environment Management Plans were revised in November 2012 and required the addition of Key Performance Indicators (KPI's) and an annual SEMP report from the Port Managers. These additional tools will enable the DoT to better monitor the Port Manager's performance on safety and environmental issues. The KPI's will be used by the Port Managers to assess the extent to which implementation of the management plan achieves the safety and environment management planning objectives set out in section 91C(a) of the *Port Management Act 1995*.

The overall effectiveness of this management plan in achieving the safety and environmental performance outcomes will be assessed from 2013 in an annual SEMP report to the Minister and any bodies described by the regulations as directed by the *Port Management Act 1995* S91H(b).

### **Proposal**

The audit process involved first examining the SEMP document, all supporting documents and evidence at the Council office followed by an onsite assessment at the Port of Apollo Bay premises. The following persons were interviewed/contacted as part of the audit process:

- Port Manager on 11 February 2013
- Team Leader Port of Apollo Bay on 11 February 2013
- Apollo Bay Fishermans Cooperative representative and leaseholder at the Port of Apollo Bay on 7 March 2013
- Representative of Apollo Bay Sailing Club on 29 February 2013
- Representative of Water Police Victoria on 12 March 2013
- Transport Safety Victoria
- Worksafe Victoria

The draft audit report was provided to the Port Manager for comments and responses. Responses were received from various parties leading to finalisation of the final audit report on 28 March 2013.

In the final audit report the auditor has indicated the following findings:

### **Audit Conclusion from the February 2013 Audit:**

1. The auditor finds that the SEMP adequately provides the matters required by Section 91D (1)
2. The auditor finds that the SEMP has been prepared in accordance with the ministerial guidelines issued under Section 91G
3. The auditor finds that the Port Manager is complying with the SEMP for the port.

The following additional recommendations have been made by the auditor as a part of the audit findings:

### **Auditor's Recommendations:**

1. Mark the reef area within the harbour in the dredging plans ensuring that this area is not dredged without prior assessment for ecological significance.
2. DoT to improve and adopt consistent risk assessment methodology across all local ports to build on the improvements already made in recent years.
3. The recommendation for updating the Port of Apollo Bay Emergency Management Plan and integration of the Port of Apollo Bay Emergency Management with Municipal Emergency Management Plan.

4. Need for consistency in listing the controls for all hazards in the Control Register or listing only the high risk hazards.
5. Improvement of the format in describing the Risk Registers within SEMP.
6. Attention towards establishment and implementation of permitting for hot works. The Auditor has been advised that we already have a hot works permit policy and all works are undertaken in accordance to the policy.
7. Need to pay attention to training of Port staff in order to fulfil SEMP training requirements.
8. The key performance indicators (KPI) to be incorporated in future Annual Reports to the Minister for Ports.
9. The KPI to be discussed at a future local Ports Managers Workshop to be coordinated by DoT.
10. Further work required on maximum number of high residual risk hazards.
11. Further improvements required in monitoring the interceptor trap located at the slipway facility on a monthly basis.
12. Potential use of initial and residual risk as a measure of effectiveness of current controls.
13. Recommendation to carry out an analysis of incident statistics across all Victoria local ports.
14. Recommendation to keep the boom gate closed in order to prevent unauthorized vehicles from entering the internal port roads/breakwater.
15. Further training for staff in Port Emergency management Plans and practice drills.
16. Recommendation for conducting a Hazardous Materials Audit at five (5) year intervals.
17. Training in Job Safety Assessment for all those staff who may be associated with workshop machinery or use of bench saw.
18. Recommendation for separation of flammable and dangerous goods in dedicated cabinets.
19. Further clean up of the yard and removal of disused material from the site.
20. Pursuing the safe management procedures for refuelling of boats using the fuel storage tank located within the Harbour with Fishermen Cooperative representatives in order to ensure a safe operational procedure.
21. Recommendation for Annual SEMP reviews to be carried out as required by the Ministerial Guidelines and by SEMP itself.
22. Recommendation for use of an external agency for timely updating of compliance register.
23. The next Port Annual Report for 2012/13 must comply with the Ministerial Guidelines.

In response to the Draft Audit Report, the Port Manager in consultation with General Manager Infrastructure & Services had submitted the following comments:

- **Comments of Port Manager in response to Audit Report**

In general the recommendations of the Auditor are found to be beneficial for increasing the safety factor in day to day Port operations. Some general comments were made on the Draft Audit Report as follows:

1. In the past there used to be a funding allocated by DoT for implementation of SEMP recommendations, however, this funding has been ceased resulting in use of funds from other budget allocations creating funding constraints.
2. Better coordination and monitoring of SEMP action plan implementation is required through DoT by holding regular Port meetings.
3. There could be a benefit in appointing a SEMP Coordinator for all Local Ports assisting with preparation of Action Plans, compiling of progress reports, pursuing of high priority actions etc. Support is also required in the areas of SEMP policy review and formation of new policies.

4. Need for better communication and information flow from Transport Safety Victoria (TSV) assisting with implementation of *Marine Act 2010* and new Municipal Guideline requirements.
5. Need to focus on sharing of knowledge between Local Ports for better managing the risks that are common across all the Ports.
6. Need to identify all risks and develop a priority plan for implementation on a priority basis.
7. Commitment required from DoT for funding of high priority Capital Works Program as timely implementation of Capital Works Program will result in automatically eliminating a number of safety risks in a proactive manner.
8. Regarding the linking of Port of Apollo Bay Emergency Management Plan with the Municipal Emergency Management Plan, it has been suggested that there is a need for a Coordinator for coordinating of various emergency activities in the event of major emergencies.
9. It was commented that in case of extreme emergencies, the damage to the Port could be significant and there is a need for DoT to consider the emergency management role at a broad level. This is a significant issue and needs careful consideration by the Council as well as DoT.
10. Acceptable level of residual risk to be discussed at future Local Ports Managers meeting in order to develop mutually agreeable and consistent approach.
11. Regarding the safe storage of dangerous goods and flammable substances, it has been suggested that the ideal time to upgrade the storage facility would be at the time of implementation of Apollo Bay Harbour Masterplan Development works but in the interim, measures will be taken to improve signage.
12. The format of future Annual Reports to be developed by DoT and provided to all Local Ports Managers as a guideline for addressing Ministerial Guideline requirements.

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

There is no financial impact on Council's budget as a result of the SEMP Audit. The Audit process was coordinated by DoT and any payments to the Auditor will be made using Ports budget. Ongoing implementation of SEMP action plan will also be funded by DoT in accordance to Port Management Agreement.

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

The Port of Apollo Bay was also subjected to a SafetyMap Audit in 2011 as part of Council's Occupational Health and Safety Audit process and both the audits have reflected that the Port is being managed to a safe standard.

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

As part of the SEMP review, the Environment Hazard Risk Register and Control Measures contained within Section 5.11 and 6.2 of SEMP document were reviewed and the following risks were identified:

- Risks due to boating or power boating operations
- Slipway operations – management of hazardous chemical
- Solid waste disposal – inappropriate disposal of waste
- Management of refuelling facility through Fishermen Cooperative
- Inappropriate disposal of industrial waste
- Dredging – disturbance to seabed, risk of dredging wrong areas and wrong disposal of dredging material
- Risks due to marine pest growth – Undaria
- Beach renourishment – excavation of sand from wrong areas
- Disposal of asbestos from old buildings

- Emergency due to natural disaster
- Zoning of waters for speed limits
- Events at the harbour – lack of waste management, contamination of waterways, local area traffic management and lack of insurance
- Sea level rise – global warming

The above mentioned environmental risks will need to be monitored in future in order to ensure that they are managed in an effective manner in accordance to SEMP action plan.

### **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 and consult. As a part of the Consultation Process, draft copies of SEMP document were made available at the following centres:

- Colac Otway Shire offices, Colac
- Colac Otway Shire Customer Service Centre , Apollo Bay
- Port of Apollo Bay office
- Colac Otway Shire website – [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au)
- Circulated to all major stakeholders –
  - Colac Otway Shire Council
  - Apollo Bay Chamber of Commerce
  - Victoria Police Colac and Apollo Bay
  - Apollo Bay Fishermen Cooperative
  - Department of Transport
  - Department of Sustainability & Environment
  - Parks Victoria
  - Victorian Workcover Authority
  - Transport Safety Victoria
  - Corangamite Catchment Management Authority
  - CFA Region 6
  - Apollo Bay Sailing Club
  - Apollo Bay Golf Club

In addition to the above circulation, all the users of the Port of Apollo Bay, including the boat owners and users of Marina, were advised by a letter informing them of the SEMP review and asking them to familiarise with SEMP conditions and sign a self acknowledgement form.

### **Implementation**

The revised SEMP document 2013 contains an action plan for addressing identified Safety and Environmental risks. Further work will be undertaken in consultation with DoT to address and implement the Action Plan. It is expected that the new Ministerial Guidelines will increase the reporting and monitoring requirements.

### **Conclusion**

The outcome of the Port of Apollo Bay SEMP Audit has been positive. The Auditor, after undertaking a thorough process, has concluded that the Port of Apollo Bay is complying with the SEMP conditions. It was indicated that the Port Manager is complying with the SEMP requirements and the new SEMP document is in place in order to address the requirements of the Port Management Act 1995 and new Ministerial Guidelines. The Port Manger will work closely with DoT officers and other Local Port Managers in order to address and implement the future actions. A workshop is proposed by DoT to discuss the details of the audit outcomes for all Local Ports together with future actions required.

**Attachments**

1. Auditor's Report - Safety and Environment Management Plan
2. Safety and Environment Management Plan 2013

**Recommendation(s)**

***That Council:***

1. ***Receives and notes the Port of Apollo Bay Auditor's Report dated 28 March 2013 for the Port of Apollo Bay Safety and Environment Management Plan 2013.***
2. ***Endorses the revised Port of Apollo Bay, Safety & Environment Management Plan (SEMP) 2013, prepared as a part of the SEMP Audit process.***

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**SUSTAINABLE PLANNING AND DEVELOPMENT**

| <b>ITEM</b>               |  |
|---------------------------|--|
| <b><u>OM132404-15</u></b> | <b><u>DOMESTIC ANIMAL MANAGEMENT PLAN</u></b>                          |
| <b><u>OM132404-16</u></b> | <b><u>PETITION RE LOCAL LAWS RELATING TO DOGS AND THEIR OWNERS</u></b> |
| <b><u>OM132404-17</u></b> | <b><u>DRAFT COLAC OTWAY HERITAGE STRATEGY</u></b>                      |



**OM132404-15****DOMESTIC ANIMAL MANAGEMENT PLAN**

|             |                                    |           |            |
|-------------|------------------------------------|-----------|------------|
| AUTHOR:     | Stewart Anderson                   | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | F11/3291   |

**Purpose**

The purpose of this report is to explain the process undertaken to review the Domestic Animal Management Plan and seek Council's support for the revised plan to be released for a formal public comment period of six weeks.

**Declaration of Interests**

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

**Background**

Council is required to review and approve the current Domestic Animal Management Plan (the plan) by 1 July 2013, as per the statutory requirements of the Domestic Animals Act 1994 – Section 68A. The completed plan needs to be received by the Secretary of the Department of Primary Industries by 1 July 2013.

The structure of the plan must be compliant with the 2012 template provided by the Bureau of Animal Welfare (Department of Primary Industries). Domestic Animal Management Plans are effective for a four year period, with the next review due to be undertaken in 2017. The plan includes the following three parts:

- **Part 1** of the plan outlines the legislative requirements for this Plan
- **Part 2** is a summary of the municipality, local issues in domestic animal management, a note on the previous Plan, existing controls and services, performance statistics, and the local priorities established and
- **Part 3** identifies strategies, current situation, future objectives and service activities to be undertaken to achieve Council's priority goals over the next four years.

The attached Draft Colac Otway Shire Domestic Animal Management Plan 2013-2017 is a comprehensive document that refers to and addresses areas such as: existing domestic animal controls and services, domestic animal management statistics and priorities in domestic animal management within the municipality.

To enhance the overall management of domestic animals within the municipality the plan identifies nine key areas for action relating to:

- *Officer training*
- *Registration & identification of domestic animals*
- *Nuisance animals*
- *Local laws – policies & procedures*
- *Dangerous, menacing and restricted breed dogs*
- *Over population & euthanasia rates*
- *Domestic animal businesses*

- *Other relevant matters/issues*
- *The annual review and reporting of the plan.*

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

#### **Leadership and Governance**

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

#### **Issues / Options**

In 2008, a Domestic Animal Management Plan was developed for the Colac Otway Shire Council. The 2008-2012 plan focused Colac Otway Shire Council's limited resources on the key issues confronting the Shire. These included unregistered dogs and cats, dogs at large and dog attacks on people and livestock, cats – both wild and nuisance. These key issues have not altered and remain a priority for Colac Otway Shire Council.

The Colac Otway Shire has a number of issues relevant to domestic animal management within the shire. The issues that have been identified by the Local Laws Team to be of particular concern for the 2013-2017 plan and addressed in Part 3 are:

- Lack of compliance in regard to registration of dogs and cats
- Dogs at large
- Barking dog issues
- Nuisance and feral cats.

These issues will be addressed by the provision of education, information and proactive services such as:

- Regular advertisements in the local print media and local radio
- Animal information pamphlets made available at local events
- Information pamphlets/packages available at Council Offices
- Direct communication and interaction by Authorised Officers with the Community
- Continuation of the delivery of the Responsible Pet Education program (Delivered to 10 schools/kindergartens during 2012)
- Renewal follow-ups for registration and identification of domestic dogs and cats
- Timely nuisance complaint response and investigation
- Cat trap hire services.

#### **Proposal**

That Council endorses the attached Draft Colac Otway Shire Domestic Animal Management Plan 2013-2017 to be released for public comment for a period of six weeks.

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

There are no financial issues associated with releasing the Draft Domestic Animal Management Plan for public comment. This plan has been developed based on current resources and will not necessitate additional funding to meet the required standard.

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

There are no significant risk management issues associated with releasing the Draft Domestic Animal Management Plan for public comment. The major risk is associated with people not understanding what the proposed changes mean for them. To address this it will be critical that Council Officers give clear and timely responses to any questions raised by

the community. To meet statutory requirements Council must undertake the review prior to 30 June 2013.

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

There are no major environmental considerations associated with the Domestic Animal Management Plan review process.

### **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 is to consult with the community and includes seeking written comment on the Draft Domestic Animal Management Plan. Council Officers will meet with members of the community upon request to discuss any issues they may have.

There has been constant communication, consultation and interviews with stakeholders including Veterinary Clinics, RSPCA Geelong, Vic Rangers Web Site, South West Authorised Officers Group and the Department of Primary Industries (Bureau of Animal Welfare).

If the proposal in this report is supported by Council, hard copies of the plan will be placed at Council Offices and public libraries. If people want to view the plan they will be also directed to an electronic copy available for viewing on the website to try to minimise the amount of printing and paper use and to provide an alternative readily accessible contact point.

### **Implementation**

If the recommendation made in the report is supported, the following steps will be undertaken to complete the review process over the next three months.

|                   |   |
|-------------------|---|
| <b>April 2013</b> | The attached Draft Domestic Animal Management Plan will be released for public comment. Media releases will be issued advising the public and inviting comment for a six week period. |
| <b>June 2013</b>  | The public comment will be reviewed and necessary changes made. Letters sent in response to written submissions explaining outcome.   |
| <b>June 2013</b>  | Final Draft Domestic Animal Management Plan submitted to Council for adoption.  |
| <b>July 2013</b>  | Domestic Animal Management Plan submitted to DPI.   |

Based on the timeline outlined above the final draft of the revised Domestic Animal Management Plan will be submitted to Council for adoption in June 2013.

### **Conclusion**

The Colac Otway Shire Domestic Animal Management Plan 2013-2017 has been developed to meet Council's statutory obligations under the provision of Section 68 A – Domestic Animals Act 1994. If the proposal in this report is supported the Plan will be subject to a six week public comment period. At the end of the six week period the document will be reviewed and submitted to Council for final endorsement.

### **Attachments**

1. Colac Otway Shire Domestic Animal Management Plan - Draft 2013

**Recommendation(s)**

***That Council:***

- 1. Endorses the attached Draft Domestic Animal Management Plan to be released for public comment for a period of six weeks.***
- 2. Requests that a further report be provided to Council following an analysis of the consultation process.***

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OM132404-16

**PETITION RE LOCAL LAWS RELATING TO DOGS AND THEIR OWNERS**

|             |                                    |           |            |
|-------------|------------------------------------|-----------|------------|
| AUTHOR:     | Stewart Anderson                   | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | F11/3291   |

**Purpose**

The purpose of the report is to provide Council with information regarding the issues raised in a petition sent to Council by an Apollo Bay resident about the laws relating to dogs and their owners.

**Declaration of Interests**

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

**Background**

Council received a petition signed by 94 people in February 2013 about the laws relating to dogs and their owners. The petition was tabled at the Council meeting held in February 2013. The petition identifies the following two issues for consideration:

- The need for a Local Law to restrict the number of animals that can be kept on a residential lot
- The need for State Legislation to address irresponsible animal owners who have offended on multiple occasions.

More specifically the petition requests that:

- If a dog owner is a repeat offender they should be banned from owning a dog
- Council support a Local Law that will control the number of dogs that can be kept on a residential property dependent on property size.

**Council Plan / Other Strategies / Policy****Leadership and Governance**

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

**Issues / Options**

Council was aware of the issues raised in the petition and shares the concerns of the signatories. Accordingly Council had already been taking steps to try to address the issues prior to receiving the petition. Actions taken by Council to address issues associated with irresponsible dog owners in Apollo Bay have included undertaking additional patrols in problem areas, issuing fines, seizing offending animals and prosecution in the Colac Magistrates Court. More recent actions taken by Council include:

- Seeking legal advice on Council powers relating to irresponsible dog owners
- Writing to the Minister requesting legislative changes
- Proposing to amend the current local law to restrict the number of dogs people can own.

In order to ensure Council was utilising all avenues to address this issue legal advice was sought and confirms that Council has done, or is in the process of doing, all that it can do within its powers to address the issues raised in the petition.

Council has also written to the Minister for Agriculture seeking a review of the Domestic Animal Act 1994 and requesting legislative changes be made that includes a banning order for irresponsible animal owners and the provision for a Magistrate to apply seizure and destruction orders. This matter is currently with the bureau of animal welfare who are preparing a response for the Minister. A copy of Council's letter to the Minister is attached to this report.

Under the provisions of the current Colac Otway Shire Local Law number 2 there is no provision to control the number of domestic animals that can be kept on a person's premises. It is proposed to introduce into the Local Law a table which stipulates the number and type of animals that residents within the Colac Otway Shire can keep depending on their land size without having to obtain a permit. By applying restrictions on the number of animals a person can keep, Council will be able to better manage complaints and issues relating to animals.

In order to effect this change in an equitable manner it is being proposed to Council through the Local Law Review that the size of the land parcel will determine how many animals can be kept without triggering the requirement for a permit to be obtained. The three block sizes currently proposed are:

- Up to .25 (ha)
- Between .25 (ha) and 1 (ha)
- 1 (ha) and above.

The table below shows the details for the numbers of each animal that are proposed to be permitted (or not) without a permit for the three land size categories.

|   | <i>Animal</i>                       | <i>Property Size up to .25 (ha)</i> | <i>Property Size .25 (ha) to 1(ha)</i> | <i>Property Size 1 (ha) and above</i>                         |
|---|-------------------------------------|-------------------------------------|----------------------------------------|---------------------------------------------------------------|
| a | Dogs                                | 3                                   | 4                                      | 5 (other than dogs kept for working stock/primary production) |
| b | Cats                                | 3                                   | 4                                      | 5                                                             |
| c | Poultry                             | 5                                   | 10                                     | No Permit Required                                            |
| d | Roosters                            | Permit Required                     | Permit Required                        | No permit required                                            |
| e | Pigeons                             | 10                                  | 20                                     | No permit required                                            |
| f | Sheep or Goats                      | Permit Required                     | 8                                      | No permit required                                            |
| g | Cattle/Horses & other large animals | Not Permitted                       | 4                                      | No permit required                                            |
| h | Pigs                                | Not permitted                       | Permit Required                        | No permit required                                            |

|   |          |                                                                                                                   |  |  |
|---|----------|-------------------------------------------------------------------------------------------------------------------|--|--|
| i | Reptiles | Subject to the issuing of a license by the Department of Sustainability & Environment (DSE) or relevant authority |  |  |
|---|----------|-------------------------------------------------------------------------------------------------------------------|--|--|

The proposal to restrict animal numbers will bring this Council in line with the vast majority of other Councils within the State of Victoria. Currently the revised Local Law number 2 is out for public comment. At the end of the six week public comment period Council will review the submissions with a view to submitting a final version of the Local Laws to Council for endorsement in June 2013. It is important to note that the lot sizes and other details provided in the table are still subject to the outcomes of the Local Law Review and will not be implemented until Council adopts Local Law Review No.2 following consideration of the input from the community consultation process outlined previously in this report.

### **Proposal**

That Council continues to progress the Local Law review and advocate for change to the relevant state legislation in order to address the issues and concerns raised in the petition.

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

There are no financial issues associated with implementing this proposal.

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

There are no significant risk management issues associated with implementing the proposal but if Council does not do so then there is a risk that further dog attacks may take place and Council may not be seen to have done everything possible to mitigate against it.

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

There are no major environmental considerations associated with the proposal.

### **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 and includes doing media releases to explain to the community what measures are being taken by Council to address the concerns raised in the petition.

### **Implementation**

The petition content relating to the number of animals a person can have has been addressed in the current review process of Council's Local Law number 2 and the suggested legislative changes relating to banning orders and seizure, destruction powers are currently with the Minister for Agriculture. The Local Law is currently subject to a six week public consultation period and the outcome will not be known until June 2013 and it will not be known what legislative changes occur until a response is received from the Minister. As additional information comes to Council's attention media releases will be issued to keep the public informed and a letter sent to the organiser of the petition.

**Conclusion**

Council recognises the seriousness of the issues associated with irresponsible pet ownership and the deficiencies in the current legislation at a local and state level and will continue to take action to try to rectify the issues raised in the petition.

**Attachments**

1. Ltr - Animal Issues - Walsh Peter Hon.

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

1. ***Continues to progress the Local Law review and advocates for change to the relevant state legislation.***
2. ***Officers write to the organiser of the petition to advise of the actions being taken.***

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**OM132404-17****DRAFT COLAC OTWAY HERITAGE STRATEGY**

|             |                                    |           |            |
|-------------|------------------------------------|-----------|------------|
| AUTHOR:     | Gemma Browning                     | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | F11/3291   |

**Purpose**

To seek Council's support to publicly exhibit the draft Colac Otway Shire Heritage Strategy.

**Declaration of Interests**

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

**Background**

Colac Otway Shire has obligations that are set out in the Planning and Environment Act 1987 and the State Planning Policy Framework to: "...identify, conserve and protect places of natural or cultural value from inappropriate development..." and to take account of relevant legislation, including the Victorian Heritage Act 1995, and recommendations of Heritage Victoria as the key agency assisting Local Government on heritage issues.

The Heritage Strategy will assist Colac Otway Shire to meet these obligations as it sets directions and priorities for the identification, protection, management and promotion of Colac Otway's heritage and for the involvement of the community in those processes.

Council currently receives annual funding from Heritage Victoria to part fund a Heritage Advisor. The Heritage Advisor provides important technical advice to assist Council in decision making for permits associated with heritage assets identified in the Heritage Overlay. The completion of a heritage strategy is a requirement associated with the funding Council receives from Heritage Victoria.

The Heritage Strategy sets out priority actions for how identifying, protecting and celebrating our cultural heritage may be achieved at the local level.

The Heritage Strategy will allow Council to:

- Identify and report on positive heritage measures already being employed
- Identify and prioritise work to be done in the future
- Report on and celebrate achievements.

The Heritage Strategy is not a tool to identify individual heritage assets throughout the Shire, this has been previously completed through the Shire's Heritage Study in 2003 and its implementation into the planning scheme through Amendment C27 in 2008.

**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.

**Issues / Options**

The Heritage Strategy has drawn on feedback gathered through the community survey, drop-in session and internal staff workshops to compile a list of key challenges and opportunities for managing heritage assets in the Shire. Consistent feedback was received that referenced the challenges faced by landowners understanding their responsibilities and exemptions from planning permit requirements under the Heritage Overlay. This challenge has been acknowledged in the Strategy and responded to in the priority action table by listing actions to improve the accessibility of clear and accurate advice and information for these key heritage stakeholders.

The Strategy also provides an opportunity to list the key achievements that highlight the heritage related work that has already been done in the Shire.

An action plan has been developed as part of the strategy and it identifies a list of key heritage gaps and needs within Colac Otway Shire where appropriate resources need to be directed. The plan covers a four year period and contains realistic heritage goals that can be achieved within this timeframe. Four key themes have been identified under which actions may be grouped as: 'knowing', 'protecting', 'supporting' and 'communicating'.

**Proposal**

It is proposed that Council receives the draft Colac Otway Heritage Strategy and allows public consultation on the draft document.

**Financial and Other Resource Implications**

Completion of this Strategy is a requirement of the funding Council receives from Heritage Victoria. Completion of the document will help to ensure continued support from Heritage Victoria to assist with the funding of the Heritage Advisor services.

The Strategy is only at draft stage, and does not commit Council to funding any particular initiative. Most recommendations can be achieved within existing operational resources. Any new funding initiatives would need to be considered through the normal budget process.

**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 committed to community consultation during the project while continuing to point out that recommendations must be aligned with broader State Government policies.

**Environmental and Climate Change Considerations**

Environmental and climate change considerations are not specifically relevant to the outcomes of the Colac Otway Shire Heritage Strategy.

**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 was to inform and consult which has been demonstrated through:

- A community heritage survey (available both online and in hard copy) during September and October 2012.
- A community drop-in session held on 20 September 2012 at COPACC to capture community members and historical societies who have an interest in heritage and owners of heritage assets listed in the Heritage Overlay.

- Notification of the survey and drop-in session was mailed to key heritage stakeholder groups (historical societies etc.) as well as all property owners covered by the Heritage Overlay
- Council's Heritage Advisor has been consistently involved in the development of the strategy and has reviewed the draft document.

Formal public exhibition of the document is proposed for six weeks, dependant on the Council resolution, and will include advertising in the local paper as well as a mail out to key heritage groups.

### **Implementation**

If Council resolves to endorse the recommendations of the report, officers will commence public consultation on the draft document.

### **Conclusion**

It is considered that the draft Heritage Strategy will help to effectively meet Council's heritage obligations, respond to community feedback provided through the community survey and drop-in session and capture a number of positive initiatives for future action. The final round of community consultation will assist in shaping the final document for Council to consider later this year.

### **Attachments**

1. Draft Colac Otway Heritage Strategy

### **Recommendation(s)**

***That Council receives the draft Colac Otway Shire Heritage Strategy and endorses the document for public consultation for a period of 6 weeks.***

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**GENERAL BUSINESS**

| <b>ITEM</b>               |                                                              |
|---------------------------|--------------------------------------------------------------|
| <b><u>OM132404-18</u></b> | <b><u>ASSEMBLY OF COUNCILLORS</u></b>                        |
| <b><u>OM132404-19</u></b> | <b><u>MINUTES OF THE OLD BEECHY RAIL TRAIL COMMITTEE</u></b> |



**OM132404-18 ASSEMBLY OF COUNCILLORS**

|             |               |           |           |
|-------------|---------------|-----------|-----------|
| AUTHOR:     | Rhonda Deigan | ENDORSED: | Rob Small |
| DEPARTMENT: | Executive     | FILE REF: | CLF11/6   |

**Assembly of Councillors**

A record must be kept of an assembly of Councillors which lists the Councillors attending, the matters discussed, disclosures of conflict of interest and whether a Councillor left the meeting after making a disclosure.

**Definition**

An “assembly of Councillors” is a defined term under section 76AA of the *Local Government Act 1989* (the Act). It is a meeting at which matters are considered that are intended or likely to be the subject of a Council decision or the exercise of a delegated authority and which is either of the following:

- A meeting of an advisory committee where at least one Councillor is present; or
- A planned or scheduled meeting that includes at least half the Councillors and at least one Council officer.

If a meeting fits either of these types, the procedures applying to an assembly of Councillors must be complied with, irrespective of any name or description given to the committee or meeting.

**Advisory Committees**

Section 3(1) of the Act defines an advisory committee to be any committee established by the Council, other than a special committee, that provides advice to:

- the Council; or
- a special committee; or
- a member of Council staff who has been delegated a power, duty or function of the Council under section 98.

**Councillor briefings**

One type of meeting that is clearly an assembly of Councillors is the type of regular meeting, commonly referred to as a “Councillor Briefing” or similar name where Councillors and staff meet to discuss issues that are likely to come before Council for decision. While these meetings have no authority to make Council decisions, they are generally assemblies of Councillors and subject to conflict of interest disclosures.

**What records are to be kept.**

Section 80A of the Act requires that a record must be kept of an Assembly of Councillors which lists:

- the Councillors and members of Council staff attending;
- the matters discussed;
- disclosures of interest (if any are made); and
- whether a Councillor left the meeting after making a disclosure.

It is a requirement that the record of an assembly is to be reported to the next practicable Council meeting and be included in the minutes of that meeting, instead of being made available for public inspection.

The following Assemblies of Councillors have been held:

- |                                                              |                |
|--------------------------------------------------------------|----------------|
| • Friends of Botanic Gardens                                 | 14 March 2013  |
| • Colac Livestock Selling Centre Advisory Committee Meeting  | 15 March 2013  |
| • Councillor Workshop                                        | 26 March 2013  |
| • Councillor Briefing Session                                | 27 March 2013  |
| • Councillor Workshop – Audit Committee Chairperson’s Report | 3 April 2013   |
| • Councillor Workshop                                        | 10 April 2013. |

### **Attachments**

1. Friends of Botanic Gardens - 14 March 2013
2. Colac Livestock Selling Centre Advisory Committee - 15 March 2013
3. Councillor Workshop - 26 March 2013
4. Councillor Briefing Session - 27 March 2013
5. Councillor Workshop - Audit Committee Chairperson's Report - 3 April 2013
6. Councillor Workshop - 10 April 2013

### **Recommendation(s)**

***That Council notes the Assembly of Councillors reports for:***

- |                                                                            |                              |
|----------------------------------------------------------------------------|------------------------------|
| • <b><i>Friends of Botanic Gardens</i></b>                                 | <b><i>14 March 2013</i></b>  |
| • <b><i>Colac Livestock Selling Centre Advisory Committee Meeting</i></b>  | <b><i>15 March 2013</i></b>  |
| • <b><i>Councillor Workshop</i></b>                                        | <b><i>26 March 2013</i></b>  |
| • <b><i>Councillor Briefing Session</i></b>                                | <b><i>27 March 2013</i></b>  |
| • <b><i>Councillor Workshop – Audit Committee Chairperson’s Report</i></b> | <b><i>3 April 2013</i></b>   |
| • <b><i>Councillor Workshop</i></b>                                        | <b><i>10 April 2013.</i></b> |

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OM132404-19

**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 4 February 2013.

Meetings are held every two months, commencing in February of each year.

**Attachments**

1. Meeting Minutes Old Beechy Rail Trail - 4 February 2013
2. Executive Officer's report - Old Beechy Rail Trail 4 February 2013

**Recommendation(s)**

***That Council notes the Minutes and Executive Officer Report of the Old Beechy Rail Trail Committee for 4 February 2013.***

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**IN COMMITTEE**

**Recommendation**

***That pursuant to the provisions of Section 89(2) of the Local Government Act, the meeting be closed to the public and Council move "In-Committee" in order to deal with:***

| <b>SUBJECT</b>                                                                                               | <b>REASON</b>                                                                                                                                                                              | <b>SECTION OF ACT</b>          |
|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| Confidential Items for Consideration - Memo to Councillors - Audit Committee Chairperson's Report to Council | 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) |
| Audit Committee Independent Member                                                                           | this matter deals with contractual matters; AND this matter may prejudice the Council or any person                                                                                        | Section 89 (2) (d) (h)         |
| Proposed Rates Recovery Sales                                                                                | this matter may cause personal hardship of any resident or ratepayer; AND this matter may prejudice the Council or any person                                                              | Section 89 (2) (b) (h)         |
| Contract 1301 - Cleaning of Buildings, Public Conveniences and Barbecues                                     | this matter deals with contractual matters                                                                                                                                                 | Section 89 (2) (d)             |
| Contract 1302 - Supply of Bulk Fuel, Fuel Card Purchases and Lubricants                                      | this matter deals with contractual matters                                                                                                                                                 | Section 89 (2) (d)             |
| Contract 1306 - Consultancy Services - Climate Resilient Communities of the Barwon South West - Phase One    | this matter deals with contractual matters                                                                                                                                                 | Section 89 (2) (d)             |



# ORDINARY COUNCIL MEETING

WEDNESDAY, 24 APRIL 2013

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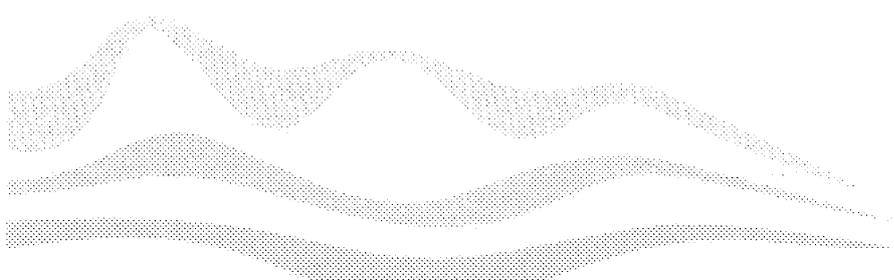
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# MEMORANDUM OF UNDERSTANDING

July 1, 2013 - June 30 2016



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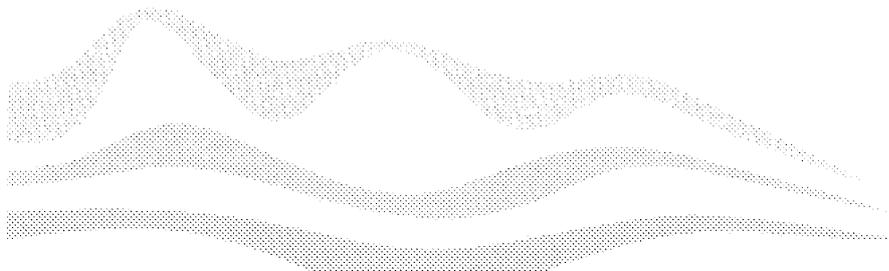
**MEMORANDUM OF UNDERSTANDING  
BETWEEN  
THE GREAT SOUTH COAST GROUP  
AND MEMBER MUNICIPALITIES:**

- Colac Otway Shire
- Corangamite Shire
- Warrnambool City
- Moyne Shire
- Southern Grampians Shire
- Glenelg Shire



**1. RECITALS**

- 1.1 This Memorandum of Understanding (MOU) articulates the arrangements and expectations between the Great South Coast Group and its Member Councils as funding partners.
- 1.2 The Great South Coast Group is an independent Company formed to support and facilitate sustainable growth and development across the region.
- 1.3 The Great South Coast Group provides the forum and mechanisms for regional issues or opportunities to be identified.
- 1.4 It also provides opportunity for regional decision-making.
- 1.5 The success of the Great South Coast Group hinges on the participation and goodwill of organisations and individuals across the region.
- 1.6 The 'region' is defined as the area bounded by the member municipalities.



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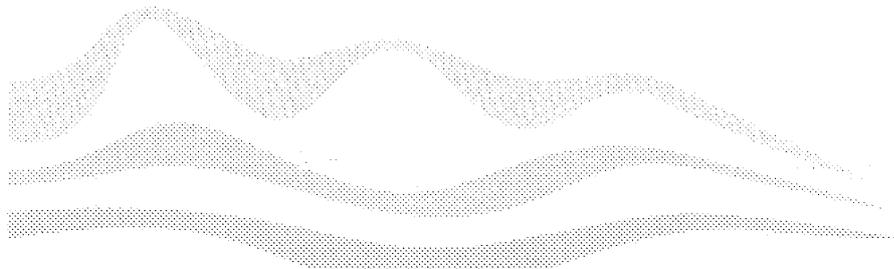
**2. RESOURCING**

- 2.1 The Member Councils are committed to support the Great South Coast Group via an annual subscription.
- 2.2 That annual subscription is to be \$30,000 plus CPI.
- 2.3 Any proposed variation to the three-year contribution will be raised by the Great South Coast Board with Member Councils.
- 2.4 Funding received from Member Councils will be used for the core operation of the Great South Coast Group, which includes staffing, on-costs, overheads and outgoings required to fulfil the organisation's legal obligations.
- 2.5 It is acknowledged that the majority of Great South Coast projects will require partnerships and funding by a range of stakeholders, including all tiers of Government, business and community.
- 2.6 Additional and supplementary funding may be obtained from Federal and State Government sources.
- 2.7 Additional financial contributions for specific initiatives or projects may be sought from Member Councils from time to time and will be subject to separate business cases and funding submissions through normal Council approvals processes.



**3. GENERALLY APPLIED CRITERIA FOR GREAT SOUTH COAST ACTIVITY**

- 3.1 The generally applied criteria for issues or projects to be considered by the Great South Coast Group include:
  - Whether the issue or project is 'regional'
  - Whether the issue or project involves multiple agencies
  - Whether the issue or project addresses the 'triple bottom line'
  - Whether the issue or project has long-term community benefit
  - Whether the issue or project has an identified 'champion'
  - Whether the required resources exist or can be accessed.
- 3.2 Member Councils are strongly encouraged to participate in Great South Coast activities and decision-making.
- 3.3 The Great South Coast Group will work closely with Member Councils, their committees, advisory boards, task groups and relevant Council officers to further Great South Coast objectives.



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**4. SPECIFIC ARRANGEMENTS**

- 4.1 Each Member Council shall nominate one voting Director to the Great South Coast Board, as described in the Great South Coast Constitution. Voting Directors are not considered to be representative of the views of their respective Councils, but are assumed to be independent in their decision-making.
- 4.2 In addition, each Member Council will be represented by the CEO as a non-voting Director on the Great South Coast Board.
- 4.3 Member Councils are encouraged to have a minimum of one senior staff member allocated to each Great South Coast Pillar Group to provide active input, represent the interests of Council and act as a conduit for communication and integration with Council activities.
- 4.4 The parties to this MOU acknowledge that the success of the Great South Coast Group rests largely with Councils recognising the Great South Coast Group as an independent, but integral part of their own strategies and community building processes.



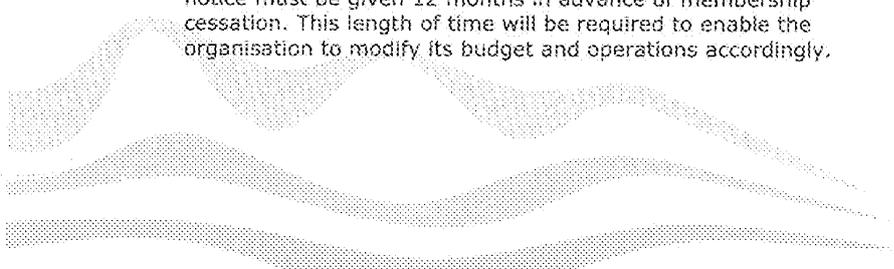
**5. ACCOUNTABILITY AND COMMUNICATION**

- 5.1 The Great South Coast Group is responsible for operating under a Company Constitution (including all legal responsibilities attached to its Company status).
- 5.2 The Great South Coast Group will present progress reports to Council during each year, documenting performance outcomes.
- 5.3 Councils recognise the independent role the Great South Coast Group plays in terms of advocating for and on behalf of the region.
- 5.4 On request, the Great South Coast Group will be available to any Council meeting or workshop to discuss issues or progress or to answer any questions from Council.
- 5.5 The Great South Coast will communicate with Councils on a regular basis using a variety of media.
- 5.6 Recognising that communication is a two-way process, all parties to this MOU accept their responsibilities in seeking out and supporting communication and feedback processes.



**6. CESSATION OF MEMBERSHIP**

- 6.1 Should a Member Council wish to withdraw its membership and financial contributions from the Great South Coast Group, written notice must be given 12 months in advance of membership cessation. This length of time will be required to enable the organisation to modify its budget and operations accordingly.



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DATED this ..... day of ..... 2013

SIGNED on behalf of the  
**GREAT SOUTH COAST GROUP**  
by its duly authorised representative:



Witness .....



SIGNED on behalf of the  
**GLENELG SHIRE**  
by its duly authorised representative:



Witness .....

SIGNED on behalf of the  
**SOUTHERN GRAMPIANS SHIRE**  
by its duly authorised representative:



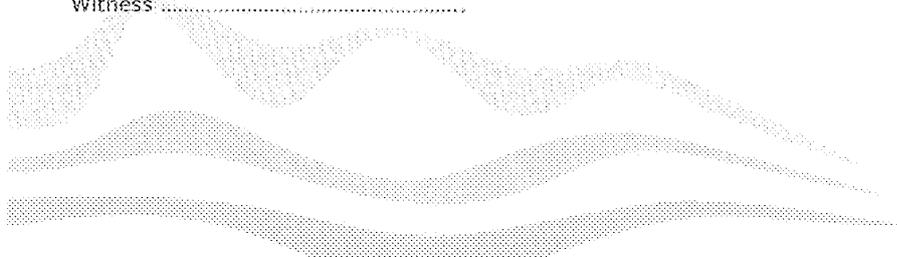
Witness .....



SIGNED on behalf of the  
**MOYNE SHIRE**  
by its duly authorised representative:



Witness .....



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E INFO@G2MEDIA.COM.AU  
P 03 5565 3095



SIGNED on behalf of the  
**CITY OF WARRNAMBOOL**  
by its duly authorised representative:



Witness .....



SIGNED on behalf of the  
**CORANGAMITE SHIRE**  
by its duly authorised representative:

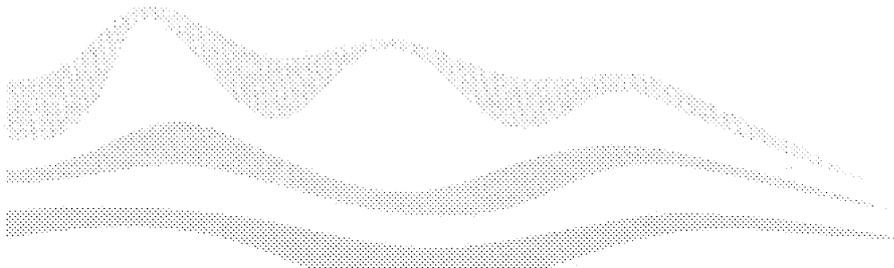


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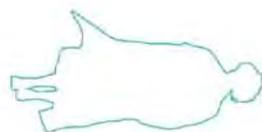
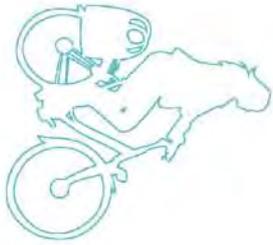
SIGNED on behalf of the  
**COLAC OTWAY SHIRE**  
by its duly authorised representative:



Witness .....



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# Active Transport Strategy 2013-2023 Draft

Colac Otway Shire



April 2013

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This document is designed to be printed at A3 size.

The document is in draft form. The contents, including any opinions, conclusions or recommendations contained in, or which may be implied from, this draft document must not be relied upon. GHID reserves the right, at any time, without notice, to modify or retract any part or all of the draft document. To the maximum extent permitted by law, GHID disclaims any responsibility or liability arising from or in connection with this draft document.

# Executive Summary

## INTRODUCTION

The document presents the Colac Otway Shire Council's new 10-year Active Transport Strategy 2013-2023 (the Strategy). The Strategy aims to create a physically and socially supportive environment for walking and cycling across the Colac Otway Shire (the Shire). Such an environment will support a diverse cross-section of the community to use walking and cycling to access a range of key destinations including shopping, education, recreation and employment.

## THE STRATEGY FRAMEWORK

The development of the Strategy has been based on a behavioural change framework, which has the benefit of having a broader consideration of the physical, social, individual and political factors that ultimately influence people's decision to walk and cycle. An 'emotional approach' is proposed, where the community are encouraged and enabled to gradually increase their participation in walking and cycling by replacing some of the local 'traps' they normally meet by 'zeit'. The development of walking and cycling networks and associated facilities has focused on enhancing access to key local destinations, including 'set-backs', shopping strips, parks and train stations.

## 3 GOALS

Three overarching goals are proposed:

### Healthy People

The Strategy aims to support the health and wellbeing of the Shire residents by enabling and promoting physical activity through walking and cycling for transport and recreation.

### Healthy Communities

The Strategy aims to support the health and sustainability of local communities through the provision of enhanced walking and cycling infrastructure, which will encourage more people onto the street supporting social interaction while reducing reliance on car-based travel for local trips.

### Healthy Economy

The Strategy aims to contribute to the health and sustainability of the local economy by supporting local cycling tourism and local businesses.

## 4 PRINCIPLE TARGETS

The four key targets to achieve the goals of the Strategy are:

- **Target 1:** 30% participation in cycling for the proportion of the population who have rode a bicycle at least once in the last 7 days.
- **Target 2:** 40% participation in walking for the proportion of the population who have walked at least once in the last 7 days.
- **Target 3:** 45% of total and serious pedestrian and cyclist injuries by 2023.
- **Target 4:** 85% of Victorian levels that it is safe to walk and cycle.



## RECOMMENDED ACTIONS

A range of infrastructural, behavioural, policy and regulatory, promotional and leadership actions are proposed.

### Infrastructural actions

A range of infrastructure proposals have been developed based on internationally recognised design principles and design concepts drawn from global best practice:

- New or end-of-trip bicycle racks, and the completion of missing links in the existing network.
  - Improved transitions from bicycle lanes to intersections and the provision of new facilities at intersections.
  - Campaigning the OHV Regulatory Trail and undertaking a feasibility study for the development of the Tiger Trail Trail.
  - Short and long term bicycle parking provision at key destinations.
  - New and upgraded accessible footpaths.
  - Removal of footpath interruptions and enhanced access and permeability for pedestrians of all abilities.
  - Undertaking the development of an integrated walking/cycling strategy for walking and cycling.
  - Undertaking the development of a trails wayfinding Strategy.
- ### Behavioural actions
- Four core behavioural programs have been proposed to motivate and enable greater participation in walking and cycling with each program comprising a range of activities:
- Cycling Efficacy Program
  - Road Coexistence Program
  - Walking Promotion Program
  - School Travel Program
- ### Policy and regulatory actions
- Reduce all new developments to provide for the needs of pedestrians and cyclists.
  - Review all road schemes to give due consideration to the needs and impact of pedestrians and cyclists.
  - Apply the Australian Urban Design Protocol – Designing for People for all street scheme projects.
  - Enforce all the position 'new' road rules to govern truckists could be more regularly enforced.
  - Enforce the reduction of 60km/h speed limits to 50km/h for main streets in all small towns and blanket 40 km/h speed limit for residential streets and around schools.
  - Enforce the reduction of 60km/h and 50 km/h speed limits to 40 km/h for main streets in Colac and Apollo Bay and 40 km/h speed limit for residential streets and around schools.

### Promotional actions

A range of promotional actions have been developed for the marketing of active transport:

- Promote cycling as a form of travel for all events in the marketing collateral and on Council's website.
- Promote bicycle visit parking at all major events.
- Incorporate focus groups to involve people of all abilities.
- Collect and publish people's stories of change.
- Run an annual workshop for local residents on developing projects to promote active transport.
- Provide small seed funding grants for well-developed and proven ideas and initiatives.

### Leadership actions

A range of actions have been proposed to position the Colac Otway Shire Council as the model and leader in the planning, promotion and legislation of active transport:

- Develop a Sustainability Travel Plan
- Host an annual Sustainable Transport Week.
- Develop a promotional pack for new staff.
- Promote active transport as part of staff inductions.
- Provide new facilities and activities.
- Undertake an audit of all Council workplaces to determine the current level of provision of end-of-trip facilities.
- Promote facilities as best practice.
- Run bicycle skills and maintenance training classes for staff.
- Maintain a bicycle pool for short local business trips.
- Provide staff with access to walking and cycling gear.
- Provide appropriate maintenance and repair equipment on-site.
- Develop and make available maps of safe and convenient routes.
- Run an annual workshop with staff who walk and cycle to gather feedback on issues.

## DELIVERING THE STRATEGY

A framework for the delivery of the Strategy covering management, maintenance, funding and monitoring and including the following key actions:

- Form a Steering Committee, chaired by a Councillor to oversee the delivery of the Strategy.
- Appoint an officer to lead the delivery of the Strategy on a day-to-day basis.
- Liaise closely with other regional Councils to identify bicycle infrastructure designs that can be adopted.
- Explore 'Place-based' approach to provide for walking and cycling.
- Explore how project outcomes can be more closely aligned to community needs.
- Provide an online forum to enable members of the public to report maintenance issues.
- Commission independent audits of facilities every three years.
- Ensure that existing facilities are reinstated after the completion of road works.
- Ensure that all road works take account of the needs of cyclists.
- Develop a program for clearing and vegetation pruning for on-road and off-road bicycle facilities.
- Undertake periodic inspections of bicycle parking facilities.
- Develop business cases for bicycle routes and associated facilities on Victoria's principle bicycle network.
- Maximise opportunities to implement new bicycle facilities when other road construction projects are being delivered to reduce costs and increase the reach of each annual budget.

## MONITORING AND EVALUATING THE STRATEGY

A Monitoring and Evaluation Framework has been developed for the Strategy covering:

- Key goals and targets, including appropriate indicators.
- Data collection methods have been identified for monitoring progress towards the goals and targets.
- Four levels of evaluation are proposed:
  - (1) Self-evaluation.
  - (2) Participatory evaluation.
  - (3) External evaluation.
  - (4) Annual program reflection workshop.
- Final recommendations are provided for the communication of the outcomes of the Strategy and a program review and a project level, underpinned by the Strategy.



# Vision

In 2023 small and large towns across the Shire will no longer be reliant on private cars for all local trips. Walking and cycling will be safe, attractive and convenient ways to access a range of local destinations, including schools, shops, workplaces and public transport.

The walking and cycling infrastructure and facilities of Colac and Apollo Bay will have matured into well connected networks of routes that offer a high level of accessibility and user experience for the whole community, regardless of age, ability, gender or socio-economic standing.

Streets have been redesigned for people and are now considered to be highly proud assets by the Shire's residents. They have become places where people walk, cycle and engage with each other. With the increase in people on the streets there is a greater sense of safety and security in local communities.

The investment in walking and cycling has made a significant contribution to the local economy. The investment in supporting infrastructure and promotional activities has had a noticeable positive impact for local businesses in small and large towns. Cycling tourism is a growth industry with many visitors attracted to the Shire's many recreational and mountain bike trails.

The increase in physical activity gained from greater levels of participation in walking and cycling has been identified as a contributing factor to the reduction in obesity and chronic health problems across the Shire.

Walking and cycling are now a normal part of the Shire experience.





# Introduction

## 1.1 Background

This document presents the Case Olwey Shore Active Transport Strategy 2018-2028 (the Strategy). The development of the Strategy was funded by the Victorian Department of Planning and Community Development (DPCD). In September 2012, GH-10 was commissioned to develop the Strategy in collaboration with a Steering Committee comprising officers from Council, and representatives of the DPCD and Olwey Health. The development of the Strategy was based on extensive research and consultation, with important input from the Steering Committee at key milestones throughout the project.

## 1.2 The approach

The following key tasks informed the development of the Strategy:

- A workshop with the Steering Committee to develop a draft vision for the Strategy, which was then created as the project progressed;
  - A review of key active transport related (walkers at local, state and federal level);
  - A review of land-use, demographics and travel data;
  - A review of existing active transport behavioural and promotional programs;
  - A review of available social research on the barriers and motivation for walking and cycling;
  - A review of walking and cycling related crash statistics for the State;
  - A demographic survey of existing walking and cycling facilities across the State;
  - A workshop with officers to review the planning and delivery of active transport projects and programs;
  - A community survey of walking and cycling participation;
  - Community talk shops in Biregunna, Colac and Apollo Bay;
  - Feedback from several community groups and key government agencies.
- The Strategy was developed within a behavioural change framework, which provides a holistic context to develop a set of infrastructural, behavioural, policy and regulatory, promotional and leadership actions that are appropriate for the State.

## 1.3 Aim and objectives

### Aim

The aim of the Strategy is to provide strategic directions and policy outcomes that address immediate and longer term community needs over the next ten years, for greater levels of participation in walking and cycling for transport and recreation.

### Objectives

- Review and document existing levels of Active Transport provision in the State, the adequacy of the current quantity and quality including core infrastructure, and identify current needs of the community;
- Determine the current community use of Active Transport as a means of transport and recreation;
- Review the State's existing Active Transport management practices, policies and practices and identify possible opportunities for improvement;
- Clearly articulate the benefits of Active Transport;
- Identify a long term vision and strategies to achieve the vision;
- Link this project with Councils Transport Connections – Access, Connect, Safer (ACS) project;
- Assess the advantages, disadvantages and sustainability of each option and identify preferred options for implementation;
- Identify a prioritised framework, highlighting key resource implications and potential funding opportunities for implementation of the recommended actions and strategic directions;
- Identify a management framework and key tasks required to regularly monitor, review and evaluate implementation progress, update key actions and assess project outcomes.

## 1.4 How to read this document

This document is structured in 5 further chapters:

### Chapter 2 – Understanding the Local Context

This chapter presents an understanding of the local context – the current physical and natural environment, the policy context for active transport, existing projects and programs, local crash statistics, key demographics, and what users can do to take advantage of opportunities.

### Chapter 3 – A framework for Supporting Active Transport

This chapter presents the basis for identifying projects and programs to create a physically and socially supportive environment for active transport.

### Chapter 4 – Actions for Supporting Active Transport

This chapter presents a range of infrastructural, behavioural, policy and regulatory, promotional and leadership actions to both enable and motivate greater levels of participation in walking and cycling across the State.

### Chapter 5 - Delivering the Strategy

This chapter presents a framework for delivering the proposed actions, including a prioritised implementation plan.

### Chapter 6 - Monitoring and evaluating the Strategy

The final chapter of the document sets out a framework for monitoring and evaluating the Strategy at a program and project level.



## 2. Understanding the Local Context

### 2.1 Introduction

This chapter presents an analysis of the Shire context in terms of the existing conditions, provisions and participation levels in walking and cycling. As noted in the previous chapter, this review is undertaken through the lens of a behavioural change framework (i.e. a socio-ecological model of human behaviour), with a specific focus on walking and cycling. The following aspects of the local context are presented in this chapter:

- The spatial context for the Shire.
  - The demographic profile of the Shire.
  - The health and wellbeing of the Shire.
  - The active transport policy context at a local, state and federal level.
  - The key social, environmental and economic benefits of active transport.
  - The existing walking and cycling networks and associated facilities.
  - Current infrastructural, behavioural and promotional programs.
  - Walking and cycling safety.
  - Stakeholder engagement outcomes.
- The outcomes of this review have been synthesised and are presented in a SWOT analysis at the end of the chapter.

### 2.2 Spatial context

The Shire is a rural, residential and resort area. The Shire encompasses a total land area of 3,250 square kilometres, of which a large proportion is State Forest and National Park, including beaches, coastline, rainforests, waterfalls, lakes and creeks. Much of the rural area is used for timber grazing and agriculture, with farming, cropping and dairy being the main agricultural pursuits. Agricultural activity is concentrated in the northern part of the Shire, although timber and fishing are prevalent in the southern section along the Great Ocean Road. The Shire has two main townships, with many small villages and localities. The largest town is Colac, which serves as an administrative, retail and commercial centre. The other major township is Apollo Bay, which serves as the major tourism centre.

Figure 1: The location of Colac Otway Shire in Victoria



Figure 2: Colac Otway Shire

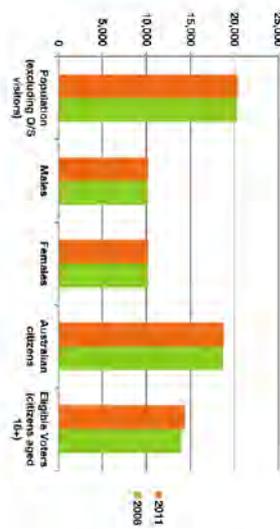


### 2.3 Demographic profile

The following section presents a summary of the demographic profile of the Shire. These statistics provide useful information on the local context, particularly emerging trends that help inform the development of actions for the Strategy.

#### 2.3.2 Statistics

Figure 3: Population



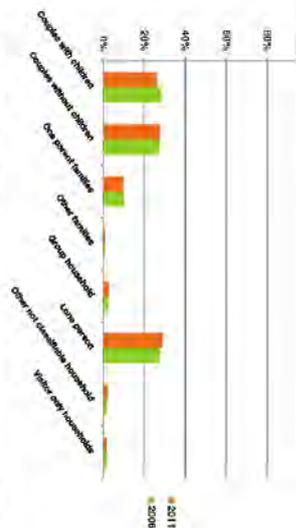
The Census population of the Shire in 2011 was 20,313 (an increase of 610 persons from the 2006 census), living in 11,320 dwellings with an average household size of 2.4.

Figure 4: Education



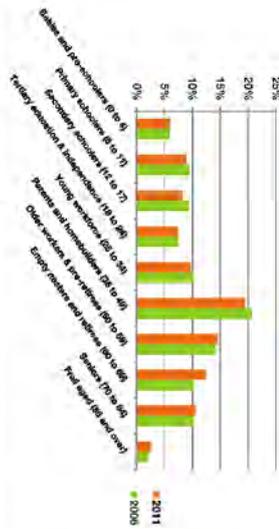
Approximately 34% of the Shire's population attained an educational institute (down 4% from the 2006 census), of whom 18% attend primary school, 14% attend secondary school, 3% attend tertiary institute, and 1% are other.

Figure 5: Household Size



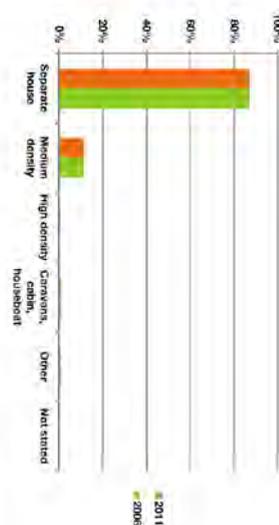
In the Shire, 26% of households are made up of couples with children compared with 27% in Regional VIC. Couples with children tend to live together as declining slightly with a greater proportion of single person households.

Figure 6: Age



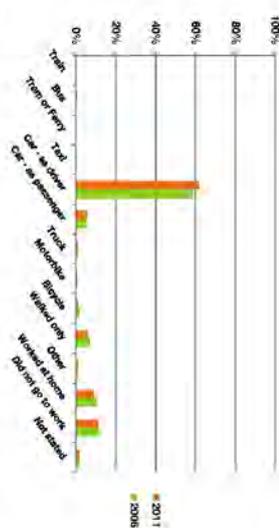
The Shire has the same proportion of pre-schoolers and a higher proportion of people at just retirement age than Regional VIC. The data shows a slightly increased older population (50 and over) and declining younger population (under 50).

Figure 7: Household Structure



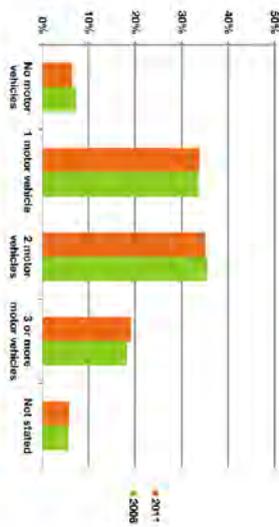
In the Shire, 12% of the dwellings are medium or high density, compared to 11% in Regional VIC. Housing types are predominantly separate dwellings.

Figure 8: Travel to work



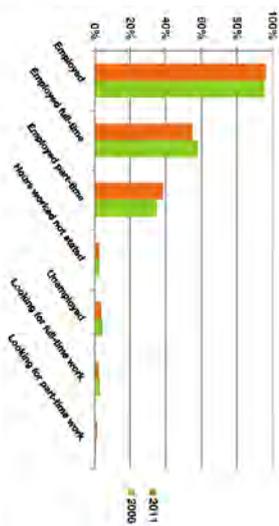
In the Shire, 70% of people ride their bike or walk to work. Together walking and cycling account for 7.5% of the total mode split (down 1.7% from the 2006 census), which is significantly higher than the average for Regional Victoria (5.4%). Cycling levels have fallen 22% from 2006.

Figure 8: Car Ownership



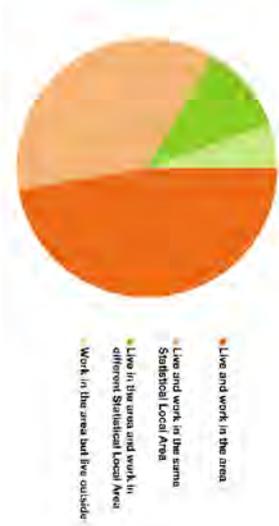
In the Shire 51% of households had access to two or more motor vehicles, compared to 55% in Regional VIC. Car-free households has fallen slightly from 2006 but there has been an increase in households with 2 or more cars.

Figure 10: Employment Status



Approximately 9,474 people (84%) in the Shire are employed, of which 65% are working full-time and 35% part-time. Overall unemployment has fallen slightly since 2006. Employment levels are slightly above the average for Regional Victoria.

Figure 11: Residential Location of Workers



Approximately 85% of the Shire workers live outside the area.

### 2.3.3 Conclusions

The Shire has a relatively small and geographically dispersed population, which has changed little over the 5 years between the 2006 and 2011 census. The low density characteristics of the shire also translated in the type of housing structure, with the vast majority of the population living in separate houses.

The majority of the population in education are attending primary and secondary school, which should provide the focus for actions to promote walking and cycling for education-based trips.

While the car is the main mode of travel for work journeys, it is slightly lower than the average for Regional Victoria and there has been an increase in households with no motor vehicles. At the same time, the Shire has higher levels of walking and cycling than the average for Regional Victoria, which suggests potential for growing participation in active transport. However, this only relates to travel to work, with no data available for short local journeys which have the highest potential for active transport.

Access to transport or mobility is often a problem for many people living in relatively rural areas. In a 2011 survey on Community Walking conducted by VicHealth, just over a quarter (25.2%) of all respondents indicated they experience transport limitations, slightly above the Victorian State average (23.7%).

Overall, there are no significant demographic trends that support growth in active transport participation. However, the Shire's higher than average use of walking and cycling for travel to work suggests potential for growth. In certain cases, active transport could help reduce transport limitations. However, it is acknowledged that such opportunities might be limited given the dispersed nature of settlements across the Shire.

## 2.4 Health and wellbeing

While the State is a popular destination for hiking, cycling, sea and lake based recreational activity, the population of the State appear to have a more car-centric and less active lifestyle than what is available to them on their doorstep. Studies have shown that across the State, one third of residents state they are physically inactive. This represents a higher proportion of inactive people than the population of rural Victoria and all Great South Coast municipalities. Health issues in the population that are related to a sedentary lifestyle include heart disease, risk of stroke, diabetes, risk of colon and breast cancer and some weight bearing musculoskeletal disorders.

The trend of increasing inactivity (The rate of physical inactivity increased from 31.0 to 35.4 per 1000 people during 2001-2005) has concurrently led to an increase in the rate of obesity, to a level such that Coles Statistical Local Area has the highest rate of obesity in the G21 region. For a population of under 22,000, this is a staggering statistic that led to the National Preventive Health Taskforce identifying an urgent need to address and improve the situation.

A range of programs related to embedding physical activity into daily life and developing policies that encourage increasing activity have been implemented.

A worrying but recognised future generational issue is the prevalence of childhood and adolescent obesity that has been steadily increasing in Australia. It poses the single biggest threat to the health of Australian children and the negative impacts on health and psychological well-being are well documented and are substantial. Recent estimates suggest that the health impacts of obesity may be so great that today's children will be the first generation for many centuries to experience a lower life expectancy than their parents. The State is not immune to this trend.

The work from the Sentinel Site for Obesity Prevention program by The Deakin University/Department of Human Services (DHS) partnering in the Barwon-South Western region of Victoria, indicates that prevalence of overweight and obese people was 17% in preschool children, 26.7% in primary and 26% in secondary school students.

The research highlights a need to focus on early intervention and prevention strategies, to instil behavioural adaptation in youth to prevent future health issues. At the same time, an aging and growing population means that strategies around increasing physical activity also need to work with people who are driven by different incentives.

The recommended 30 minutes of daily physical activity can easily be achieved through several short walking or cycling trips.

## 2.5 Active transport policy context

The following section presents the key strategies and general national, state and local level that provide the policy context for active transport in the State.

### Federal policy

**The Australian National Cycling Strategy (NCS) 2011-2016**  
The aim of the NCS is to double the number of people cycling in Australia by 2016, based on the delivery of six key priorities and objectives: cycling promotion, infrastructure and facilities, integrated planning, safety, monitoring and evaluation, and guidance and best practice. These key priorities have gone into action and have been implemented in various ways by governments in accordance with community aspirations, priorities and available resources.

**Draft Walking, Riding and Access to Public Transport, Oct 2012**  
This report, developed by the Major Cities Unit, explores the role of an integrated urban transport system based on walking, cycling and public transport. The document provides a strong business case for investment in active transport, highlighting the various social, environmental and economic benefits of walking and cycling. A range of measures are proposed covering the broad categories of planning, building and encouragement.

**National Urban Policy**  
The National Urban Policy provides the framework for improving the productivity, livability and sustainability of Australian cities. The policy proposes to "improve accessibility and reduce dependence on private motor vehicles", noting the negative role of cars on road safety. To achieve this, the policy proposes strategies support for walking, cycling and public transport.

**State of Australian Cities 2012**  
The State of Australian Cities report provides a review of the development of Australian cities including demographics, productivity, livability, sustainability and governance. The report highlights the role and importance of safe urban environments and the need to support walking, cycling and public transport.

**National Road Safety Plan 2011-2020**  
The National Road Safety Plan 2011-2020 is a 10-year framework based on the Safe System approach, with the aim that "no person should be killed or seriously injured on Australia's roads". The Plan proposed a target of a 30 percent reduction in the overall numbers of both deaths and serious injuries.

### State policy

**Pedestrian Access Plan 2010**  
The Pedestrian Access Plan sets out the Victorian Government's vision for a more pedestrian friendly transport system. The aim of the plan is to encourage more walking, especially for short trips. The plan establishes good policy principles to investment in walking over the next 10 years – including infrastructure, planning and design, safety and behaviour change programs.

**Cycling into the Future 2012-23**  
The new Victorian bicycle plan proposes a holistic, coordinated and strategic approach to overcoming the needs of all bike riders and developing policies, programs and actions to address these needs. One of the key goals is to "reduce safety risks – reduce conflicts and risks to motor cycling safety".

**Draft Victorian Road Safety Plan, Sept 2012**  
The Victorian Road Safety Plan, under development as of Jan 2012, propose a close alignment with the National Road Safety Plan 2011-2020, following the principles of the safe system approach. Among the strategies includes are pedestrian and cyclist safety.

**Victorian State Disability Plan 2013 - 2016**  
The Victorian State Disability Plan 2013 - 2016, proposes to improve access to buildings and devices by outlining strategies to both increase the application of accessible design standards in the built environment and make community facilities and public spaces more accessible and safer.

### Local policy

**Apollo Bay Strategic Footpath Network Plan**  
The plan outlines the development of a Strategic Footpath Network within the Apollo Bay Township, specifically the implementation of Primary Network to be undertaken in the short term and Secondary Network to be undertaken in the longer term. A budget of \$50,000 per year for 4 years has been proposed. The plan addresses many of the current gaps in the walking network of Apollo Bay.

**Coles CBD & Entrances Project 2012**  
The project sets out a range of recommendations to shape access and movement, buildings and land use, streetscapes and open space within the context of the area defined by the CBD and the entrance to Coles. The project makes a number of key recommendations with regards to walking and cycling, including: institutional arrangements to reduce and increase flag and check crossings, shared space, intersection redesign and high quality "Beltline Corridor" for pedestrian movement.

**Coles Olway Recreation Strategy 2009-2010**  
This Strategy identifies and addresses the recreation needs of the community within the State, through a short, medium and long term action plan. Among the recommendations of the Strategy was the development of a Bicycle Strategy, the completion of the Old Stearny Rail trail and development of a shared pathway between Apollo Bay and Stearns Creek.

**Coles Olway Public Open Space Strategy 2011**  
The open space Strategy covers the provision of shared pathways, and walking and cycling routes to promote greater levels of physical activity and improve the overall health of the community.

**Coles Structure Plan 2007**  
The structure plan provides a framework for the development of the built environment in Coles. A number of recommendations are provided for improving state access to services by walking and cycling. Other proposals relating to traffic management, particularly relating to the control of traffic are also intended to support walking and cycling.

**Coles-Ettrina Computer Footpath Strategy 2012**  
This Strategy proposes a range of infrastructure measures to provide convenient and safe access to facilities and services by walking, with a focus on commuter or transport needs rather than recreation. The Strategy is based on planning service routes for footpaths and identifying priority ratings.

**Township Masterplans**  
Masterplans have been developed for most small towns across the State, providing high level short, medium and long term development opportunities. Recommendations cover enhancements for pedestrian access and in some case footpaths are provided for cycling.

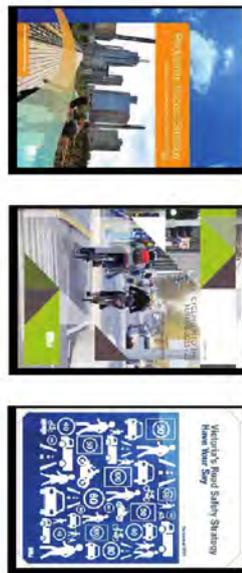
**Keynet River, Wye River, Separation Creek Structure Plans 2008**  
The Structure Plan provides a framework for the ecologically sustainable development and integrated management of the hinterland of Keynet River, Wye River and Separation Creek. The plan provides guidance on land use, built form and public space development to achieve overall economic, social and environmental objectives. Key proposals for walking and cycling include:

- Enhance pedestrian access to the townships.
  - Introduce a 40km/h zone through the hinterland during peak holiday times.
  - Investigate options for shared pathways along the Great Ocean Road and inland.
- Barwon South West Regional Trails Master Plan 2009**  
The masterplan covers the nine local government areas of the City of Greater Geelong, the Warrnambool City Council, the Surf Coast, Coles Olway, Ovensangline, Moyna, Southern Clarendon and Chapel Hill Shire Councils and the Borough of Queenscliffe. The masterplan provides recommendations for the development of newly or re-used recreational trails, including the Old Stearny Rail Trail and the further development of the Great Ocean Road Walk from Apollo Bay to Phynochym. A number of recommendations are made to enhance the Old Stearny Rail trail, including restoring the provision of on road sections in Coles and removing on-road sections between Beacon Forest and Apollo Bay.

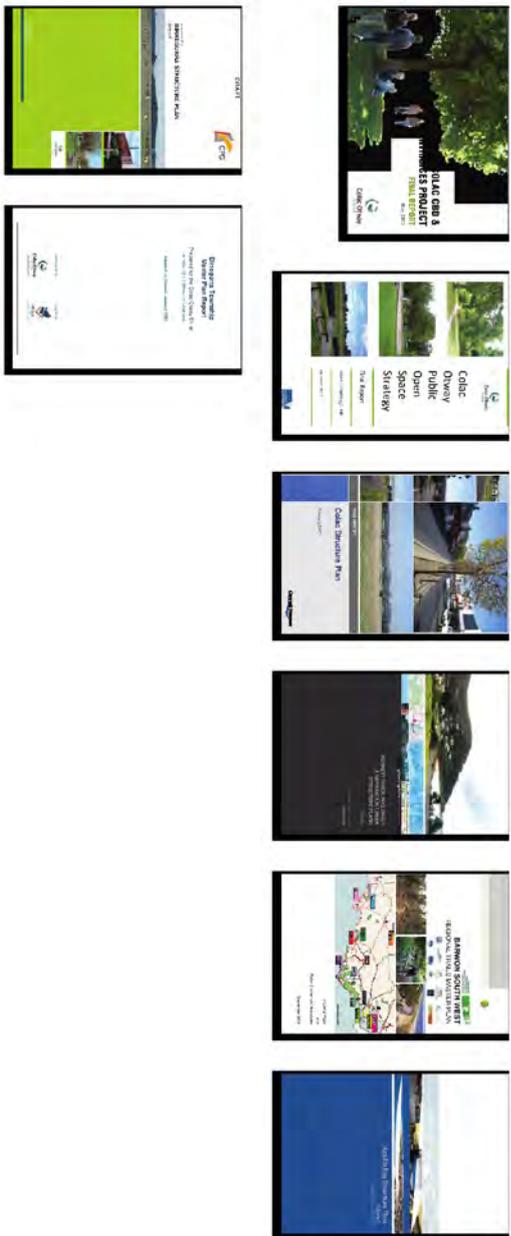
Federal policy



State policy



Local policy



2.6 The benefits of active transport

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| <p><b>A ECONOMIC</b></p> <p>Active transport provides a myriad of societal and individual economic benefits:</p> <ul style="list-style-type: none"> <li>At a societal level, planning and constructing one kilometre of road costs the equivalent of 110 kilometres of bikeway. (Department of Infrastructure and Transport, 2012). In addition to the associated public infrastructure savings, active transport aids the reduction of negative externalities, including decongestion, noise reduction, improved air quality and the reduction of greenhouse gas emissions.</li> <li>The net health benefit per kilometre walked is approximately 144 cents, which is roughly 70% of the total economic benefits of a walking project (Department of Infrastructure and Transport, 2012).</li> <li>At an individual level it was estimated in 2008 that owning one less car meant a household could spend an extra \$110,000 on a new home and repay a \$300,000 housing loan in 12 years instead of 25 years (Victorian Government, 2012).</li> </ul>  | <p><b>B ENVIRONMENTAL</b></p> <p>The key environmental benefits of the active transport can be summarised as:</p> <ul style="list-style-type: none"> <li>Walking and cycling emit a negligible amount of greenhouse gases.</li> <li>Switching to active transport helps decrease noise and air pollution.</li> <li>Active transport uses land in a very efficient manner, relative to motor vehicles, requiring less road space and parking.</li> <li>Switching to active transport helps to reduce the 'heat island' effect that is created by urban development.</li> <li>Unlike motor vehicles, active transport does not emit oil and petrol residue, which becomes a major source of water pollution once it enters the stormwater system (Cycling Promotion Fund, 2007).</li> <li>Bicycles have relatively low levels of 'embodied energy': A typical \$500 bike embodies just 8.8 gigajoules of energy, or 0.75 tonnes of CO2 equivalents, whereas a typical \$30,000 car embodies 475 gigajoules of energy, or 41 tonnes of CO2 equivalents (Cycling Promotion Fund, 2007).</li> <li>Active transport produces minimal air pollution. In Australia it is estimated that 900 to 2,000 early deaths are caused from vehicle based air pollution each year (Cycling Promotion Fund, 2007).</li> </ul>  | <p><b>C SOCIAL</b></p> <p>The key social benefits of the active transport can be summarised as:</p> <ul style="list-style-type: none"> <li>The public health benefits of walking and cycling infrastructure far outweigh the associated injury costs. The health benefit from walking 1 km is estimated at 108 cents whereas the cost is just 24 cents (Queensland Department of Transport and Main Roads, 2011).</li> <li>Physical inactivity costs the Australian economy approximately \$13.8 billion per year (Department of Infrastructure and Transport, 2012). Active transport is a very effective way to increase daily physical activity.</li> <li>Active transport is highly beneficial for mental as well as physical health as it triggers endorphins.</li> <li>Active transport increases community safety by providing informal surveillance through greater numbers of people on the street.</li> <li>Active transport positively contributes to social and community capital: Residents on streets with lower traffic volumes and speeds are more likely to know their neighbours and show greater concern for their local environment (Ayscough, 1981).</li> <li>Walking and cycling play an important role in sustaining the vibrancy of the public realm which in turn affects the livability of our towns and cities.</li> <li>Active transport is an equitable form of transport enabling non-drivers to access a reasonable distribution of public resources.</li> </ul>  |
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## 2.7 Existing walking and cycling networks

### 2.7.1 Introduction

The following section presents a summary of the review of existing walking and cycling infrastructure and facilities. The existing networks are presented spatially in a consolidated format to show the level of provision and level of connectivity. Some of the current problems are presented visually and the key issues to be addressed by the Strategy are then summarised.

The level of issues is clearly greater for the main towns of Apollo Bay and Coupa where more developed networks exist. Although the smaller towns and townships have less developed networks and appear to have less issues, the impact on the community is relative. For example, in some small towns with no provision of basic pedestrian facilities, the impact of providing new facilities could be significant.

The issues identified are considered along with the outcomes of the consultation process and the broader understanding of the local context before appropriate actions are developed.

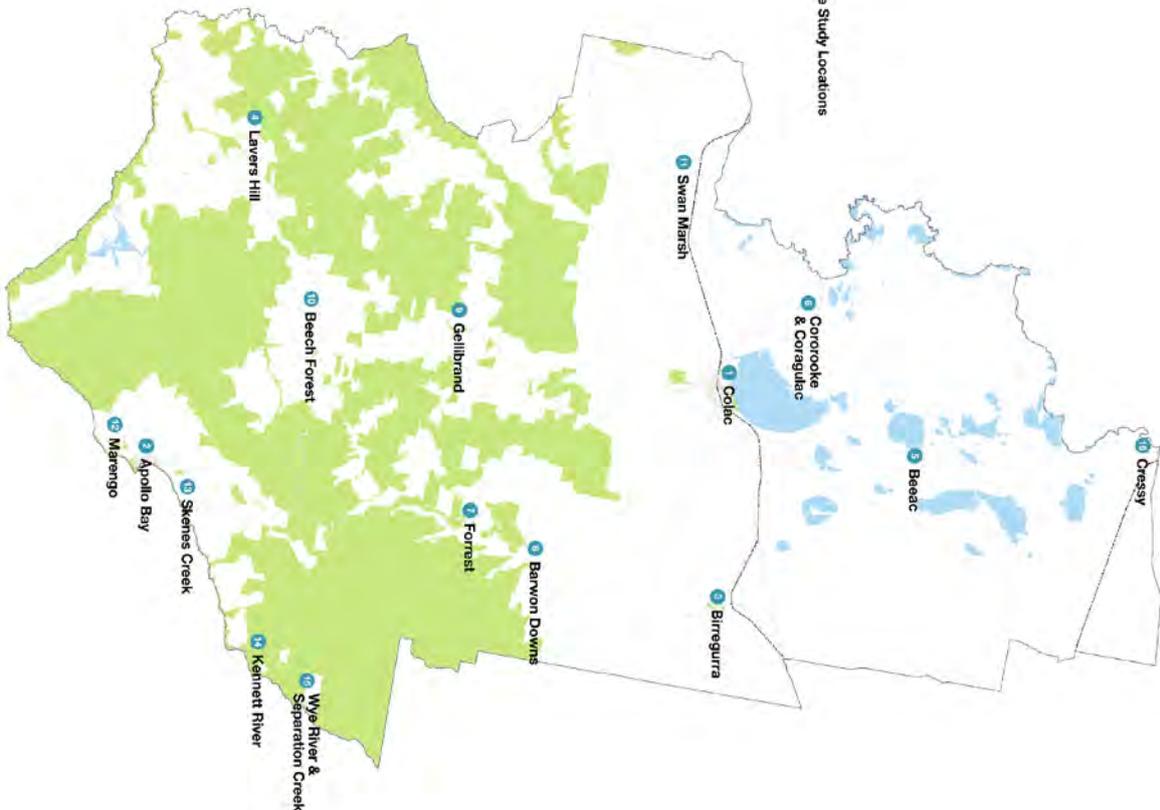
The towns reviewed for the Strategy are presented in Figure 12 sit-down opposite.

### 2.7.2 Approach

The review of existing walking and cycling networks did not take the form of a detailed audit of the condition of these facilities. Rather, photographic surveys were undertaken to establish the existing topologies, level of connectivity, and other barriers that might limit their use.

All of the identified issues have been considered within the context of the local community particularly its population and number of local destinations or land-uses.

Figure 12 Colac Otway Shire Study Locations



**Colac**

**Walking Network**

Colac has the most developed walking network in the Shire, which also serves the largest centre of population (12,181).

The network comprises a range of footpath typologies including high quality wide footpaths in the main shopping areas to narrower sealed footpaths on local streets. However, there remains a number of gaps in the network in both mature and newly developed areas. This includes streets with provision on only one side.

A common feature of the network is the lack of priority for pedestrians at intersections, particularly on roundabouts, which affects the permeability of the network and town. Similarly, there is limited provision of mid-block crossings. Many streets are in excess of 10 metres wide to Kerby with no call provision for crossing, a particular concern for young children, senior citizens and people with disabilities.

The legibility of the town, particularly for visitors, is limited by the lack of wayfinding. There are few directional or destination signs guiding the movement of people on foot or by bicycle.

Streetscapes are often homogeneous, particularly local streets. The lack of diversity and landscaping reduces the overall attractiveness of the walking experience. In general, most streets are relatively clean and well maintained.

**Key Issues**

**KEY ISSUES TO ADDRESS**

- Missing links in existing footpaths.
- Missing footpaths on one side of some streets.
- Lack of pedestrian priority at intersections.
- High speed limits in high pedestrian activity areas.
- Lack of mid-block crossings.
- Lack of wayfinding.
- Homogenous streetscapes.



Missing links in existing footpaths



Lack of priority for pedestrians on main street



Lack of mid-block crossings where demand exists



Intimidating environments for people



Lack of priority for pedestrians on roundabouts



Shared space that operates as a street



Streets without mid-block crossing opportunities



Streets with no footpath provision



Homogeneous streetscapes



Absence of footpaths on one side of street

**Colac**

**Cycling Network**

Colac also has the most developed cycling network in the Shire, which serves the largest centre of population (12,178).

The network comprises bicycle lanes that are for the exclusive use of cyclists; bicycle lanes that are shared with car parking; and shared footpaths. The majority of bicycle lanes are in relatively good condition with few maintenance issues.

The main issue with the existing network is the lack of connectivity created by the absence of appropriate facilities at intersections and the lack of transition between bicycle lanes and intersections. Many lanes often begin and end at random locations.

There are many opportunities to improve the current network with new links and routes. Given the abundance of width of many streets, there are opportunities to provide exclusive bicycle lanes with buffers on both sides to provide protection from moving traffic and to mitigate the potential for car dooring.

The provision of bicycle parking is sporadic and there is considerable variation in quality. While some of the newer developments in the town benefit from good quality parking, most is out-dated and limited in capacity.

The lack of wayfinding is also evident. There are no directional signs for cyclists at present.

**KEY ISSUES TO ADDRESS**

- Absence of bicycle facilities at intersections.
- Potentially unsafe transition from bicycle lanes to roundabouts.
- Lack of appropriate transition from bicycle lanes to intersections and vice versa.
- Missing links on existing routes.
- Opportunities for alternative routes on lesser trafficked roads running parallel to Murray Street.
- Limited provision of appropriate bicycle parking.
- Illegal car parking in designated bicycle only lanes.
- Lack of wayfinding.



**Key Issues**



Termination of bicycle lanes on side streets



Illegal car parking in bicycle lanes



No transition from intersections to bicycle lanes



Bicycle lanes on Murray street?



Lack of appropriate bicycle parking



Opportunities in rail reserve



No bicycle facilities at intersections



Restricted access on off-road routes



Intimidating environments for cycling



Transition from bicycle lane to roundabouts

## 2 Apollo Bay

### Walking Network

Apollo Bay has the second most developed walking network in the Shire, serving the second largest centre of population (1,095). However, during the summer periods, this rises to an estimated 15,000 (significantly higher than the permanent population of Coles).

The network comprises a range of footpath typologies including high quality wide footpaths in the main shopping areas to narrower sealed footpaths on local streets. However, there remains many gaps in the network. Many streets have footpaths on only one side, others have no provision at all.

Similar to Colac, there is an ongoing lack of priority for pedestrians at intersections and on side streets. On the main street there are limited mid-block crossings, providing access to the businesses.

Some intersections create significant barriers for the movement of pedestrians. For example, there are virtually no pedestrian facilities at the intersection of the Great Ocean Road (Chalngwood Street) and Nelson Street.

Nelson Street, between the Great Ocean Road and the Harbour, currently provides a gravel path for pedestrians while motor vehicles enjoy a sealed road. During peak times significant numbers of pedestrians use this gravel path. In general, most streets are relatively clean and well maintained.

### Key Issues



No formal footpaths to eastern end of town



Interruptions in network at side streets

### KEY ISSUES TO ADDRESS

- Missing links in existing footpaths.
- Poor pedestrian connection with developing areas.
- Missing footpaths on one side of some streets.
- Poor level of provision on paths with high demand.
- Lack of pedestrian priority at intersections.
- Lack of mid-block crossings / poor connectivity with the Foreshore.
- High speed limits in high pedestrian activity areas.
- Lack of wayfinding.



Poor provision for pedestrians at intersections



No provision at busy intersections



Missing gaps in existing network



Lack of mid-block crossings



Lack of pedestrian refuges



Poor provision in new developments



Absence of footpath



Discontinuation of existing paths

## 2 Apollo Bay

### Cycling Network

Apollo Bay has a number of existing bicycle lanes, comprising lanes for the exclusive use of cyclists and those shared with car parking.

The overall network is quite limited and there is generally poor connectivity between residential areas and key destinations, such as schools and the main shopping areas.

Similar issues identified for Colac also apply to Apollo Bay. For example, there is poor provision for the transition from intersection to bicycle lanes and vice versa. In a number of locations the current provision does not meet the VicRoads or Australian standards.

Some existing bicycle lanes, such as the exclusive lane on the southern side of the Great Ocean Road on the eastern side of Apollo Bay, are in very poor condition. Line markings are badly worn away and there is no delineation on the kerbside side. Problems with the line continue along its length into the main street area. Car parking along the stopping strip often protrudes out into the lane forcing cyclists to move into the main carriageway. The lanes also terminate unnecessarily at McLaren Place.

Generally, there is limited provision for bicycle parking and there are no wayfinding signs for cyclists.

#### KEY ISSUES TO ADDRESS

- Limited connectivity to key destinations.
- Absence of bicycle facilities at intersections.
- Lack of appropriate transition from bicycle lanes to intersections and vice versa.
- Missing links on existing routes.
- Poor condition of existing infrastructure.
- Limited provision of appropriate bicycle parking.
- Illegal car parking in designated bicycle only lanes.
- Lack of wayfinding.

### Key Issues



### 3 Birregurra

#### Walking & Cycling Network

There is a very limited walking network in Birregurra with no designated provisions for cycling. Many streets lack any footpath provision and others have limited facilities.

The main street of the town is abnormally wide and has a 60 km/h speed limit, with no provision for safe crossings.

#### KEY ISSUES TO ADDRESS

- Missing pedestrian footpaths.
- Opportunity for street footpath on Rockingham Road.
- Lack of mid-block crossings.



#### Key Issues



### 4 Lavers Hill

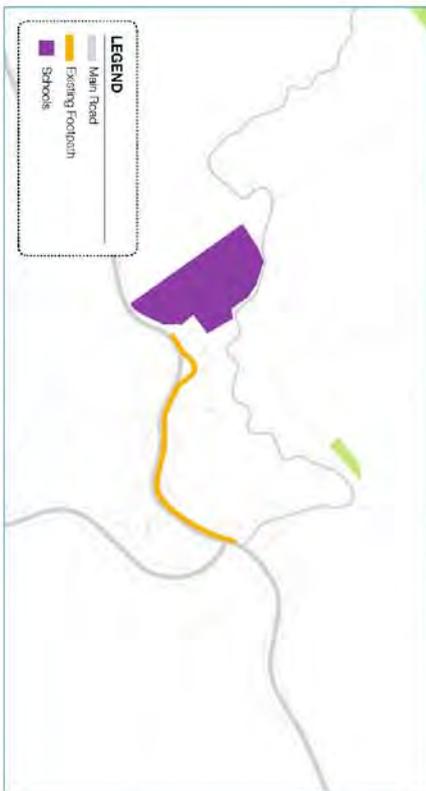
#### Walking & Cycling Network

Lavers Hill is a relatively busy stop over for tourist traffic on the Great Ocean Road. However, it is a very inhospitable environment for pedestrians and cyclists. The combination of a 60 km/h speed limit and the poor provision of facilities for pedestrians and cyclists

make active transport unsafe and unattractive.

#### KEY ISSUES TO ADDRESS

- Missing pedestrian footpaths, crossings and bicycle lanes.
- High speed limit.
- Opportunity for streetscape approach.



#### Key Issues



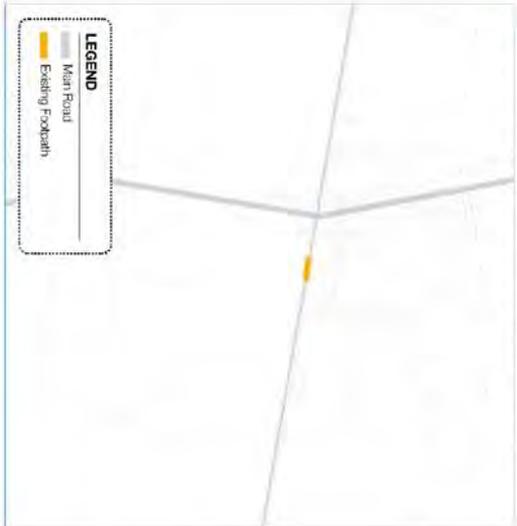
**5 Beac**



- KEY ISSUES TO ADDRESS**
- Lack of pedestrian footpaths.
  - High speed limit.
  - Lack of pedestrian crossings.

Pedestrian unfriendly environment

**6 Cororoake & Coragilac**



- KEY ISSUES TO ADDRESS**
- Missing pedestrian footpaths.
  - Connection with Coragilac and Coraco.
  - High speed limit.

Lack of footpaths

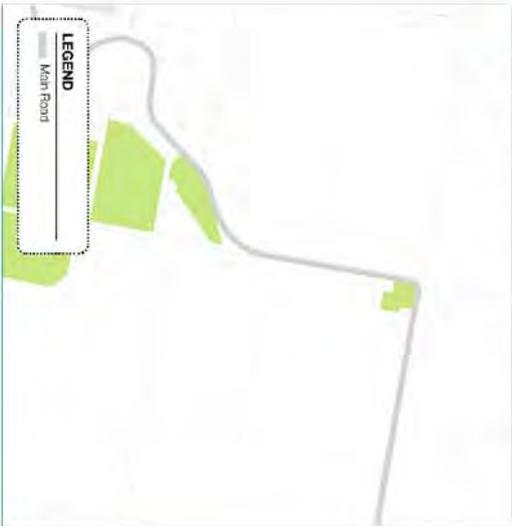
**7 Forrest**



- KEY ISSUES TO ADDRESS**
- Missing pedestrian footpaths and bicycle lanes.
  - Opportunity to connect Tiger Hill Trail with Mountain Bike Trails.
  - Lack of pedestrian crossings.
  - High speed limit.

Lack of pedestrian facilities

**8 Barwon Downs**



- KEY ISSUES TO ADDRESS**
- Missing pedestrian footpaths and bicycle lanes.
  - High speed limit.

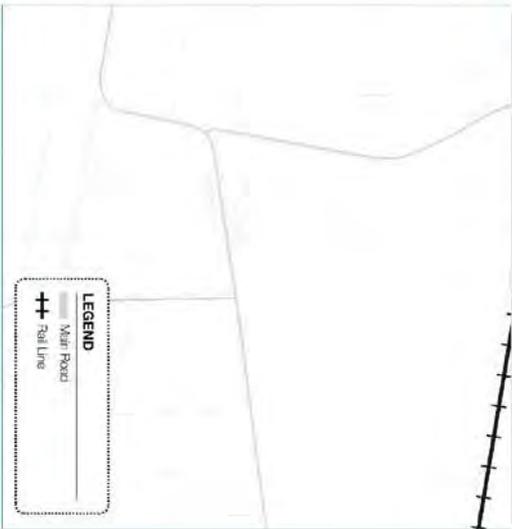
Lack of pedestrian facilities

### 9 Gellibrand



- KEY ISSUES TO ADDRESS**
- Missing pedestrian footpaths.
  - High speed limit.
  - Lack of pedestrian crossing facilities.
  - Poor connections for Old Beechey Rail Trail.

### 11 Swan Marsh



- KEY ISSUES TO ADDRESS**
- Missing pedestrian footpaths.
  - High speed limit.

### 10 Beech Forest



- KEY ISSUES TO ADDRESS**
- Missing pedestrian footpaths.
  - Missing links in the Old Beechey and bicycle lanes.
  - High speed limit.

### 12 Marengo



- KEY ISSUES TO ADDRESS**
- Opportunity to upgrade existing shared path connection to Apollo Bay.
  - High speed limit.

### 13 Skenes Creek



- KEY ISSUES TO ADDRESS**
- Limited pedestrian footpaths and bicycle lanes.
  - High speed limit.
  - High traffic volumes on Great Ocean Road.
  - Poor pedestrian connectivity to townships.

### 15 Wye River & Separation Creek



- KEY ISSUES TO ADDRESS**
- Limited pedestrian footpaths and bicycle lanes.
  - High speed limit.
  - High traffic volumes on Great Ocean Road.
  - Poor pedestrian connectivity to townships.

### 14 Kennett River



- KEY ISSUES TO ADDRESS**
- Limited pedestrian footpaths and bicycle lanes.
  - High speed limit.
  - High traffic volumes on Great Ocean Road.
  - Poor pedestrian connectivity to townships.

### 16 Cressy



- KEY ISSUES TO ADDRESS**
- Missing pedestrian footpaths and bicycle lanes.
  - High speed limit.



Poor pedestrian provision

2.8 Existing infrastructure projects

A number of active transport related infrastructure projects are already underway or are specified in existing Cochrane City Council plans and strategies (as discussed in Section 2.6). These projects have been reviewed and are incorporated (where appropriate) in the Strategy, including:

- Proposed new footpaths and upgrades to existing facilities have been incorporated from masterplans developed for Bease, Beach Forest, Birniguna, Cressy, Gullburra, Former, Leavens Hill and Swan Marsh.
- Proposed new footpaths and bicycle paths and upgrades to existing facilities have been incorporated from various plans developed for Cochrane including the Cochrane CBD & Entrance Project 2012, the Cochrane City Recreation Strategy 2006-2010, the Cochrane City Public Open Space Final Report 2011, the Cochrane Structure Plan 2007 and the Cochrane Community Footpath Strategy 2012.
- Proposed new footpaths and bicycle paths and upgrades to existing facilities have been incorporated from various plans developed for Apollo Bay including the Apollo Bay Strategic Footpath Network Plan and the Apollo Bay Urban Boundary and Settlement Strategy.
- Proposed new footpaths and upgrades to existing facilities have been incorporated from the Kennet River, Wyea River, Separation Creek Structure Plans 2008.
- The localist strategies for Cochrane (in conjunction with the Cochrane CBD & Entrance Project) and Apollo Bay have provided the foundation for actions to address gaps in existing walking facilities.

Furthermore, it is acknowledged that work is ongoing on the completion of the Old Casey Rail Trail. As such, no additional proposals have been included in this Strategy relating to this work. Uncompleted sections of the trail are shown as proposed in the actions.

2.9 Behavioural and promotional related programs

The following behavioural and promotional activities have been delivered in the Shire over the last 5 years:

Table 1: Past and present behavioural and promotional activities

| ACTIVITY                                                   | TARGET GROUPS                               | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | LEAD AGENCY                                                       | TYPE                |
|------------------------------------------------------------|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|---------------------|
| Walking School Bus                                         | Primary school children                     | The Shire was successful in gaining funding from Wickham to introduce, coordinate and sustain a Walking School Bus for Primary Schools in the Shire. In 2004 two Cochrane Primary Schools commenced a Walking School Bus for their School. The Walking School Buses did not recommence in 2016.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Wickham with the Cochrane City Council                            | Behavioural Program |
| Go for Your Life                                           | Children aged 4-12 years olds               | The Go for your life Community Education Program was a Victorian Government initiative that travels throughout Victoria to schools, community centres and other settings promoting the Go for your life message of physical activity and healthy eating. 56 Active For Life (Go4U) was a 3 year (2002-2008) community wide, multi-faceted obesity prevention intervention program in Cochrane, run through 'Go for your life', which successfully reduced overweight gain in children aged 4-12 years. Active Transport was one of the areas targeted as an intervention to reduce obesity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Wickham                                                           | Behavioural Program |
| The Hunt for the Golden Gumbour                            | 6 - 80 year olds                            | An event designed to connect our community to parks and open spaces as a way of enhancing physical and mental health. Encourage individuals and broader communities to be physically active by promoting engaging opportunities in parks. Identify opportunities for increased Old Beachy Rail Trail use with local residents including facilitated walking, cycling and regional economic benefits (recommendation from Old Beachy Rail Trail Marketing Plan). Set the trail's signage, take a fence off the dog, get out and get active whilst discovering the Old Beachy Rail Trail. Participants need to keep an eye out for one of forty gumbour gumbour good that will be hidden along a section of the Trail.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Cochrane City Council                                             | Behavioural Program |
| Transport Connections                                      | People with limited access to transport     | The aim of the program is "to respond to the needs of people with limited access to transport and/or education, leisure, health, employment, fresh food and social opportunities and to demonstrate a more innovative approach to developing regional solutions."<br>Key areas of activity will include: <ul style="list-style-type: none"> <li>Active Transport - Promoting environmental sustainability; supporting forms of self-powered transport such as walking, cycling and stairclimbing.</li> <li>Community Information and Education - Exploring options for reducing car usage, promoting opportunities to use different forms of transport and encouraging the community to access these options.</li> <li>Community Transport - Using accessible vehicles to meet local transport needs not catered for by existing public transport.</li> <li>Onboard Vehicles - Utilising social enterprise models, support agencies and organisations to bring their goods and services to market.</li> <li>Home Transport - Supporting more effective use of private transport.</li> <li>Virtual Access - Using information technology to support or improve access to resources and services that may not be easily accessible, to increase social connectivity for isolated residents.</li> </ul> | Victorian Department of Planning and Community Development        | Behavioural Program |
| Blue Ed Program                                            | Children aged 8-13 years                    | Blue Ed program are funded through VicRoads and focus on educating children aged 8-13 years, about the skills and knowledge required to ride a bicycle safely and independently. The program comprises a mix of practical activities conducted on-road and on-road combined with classroom-based activities. The five modules include: getting started; basic skills; building skills for riding in traffic; riding on paths and riding on roads.<br>The key purposes of this activity are: participation (walking, cycling, roller skating) and maintaining good physical and mental health in safe, fun, and active learning; the provision, skills and ability of other people by addressing the social, personal and physical health signs and needs of people as they age.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Roadsafe Cochrane                                                 | Behavioural Program |
| Active Aging supported by the Active Service Model (OASAS) | Older persons and people with support needs | The key purposes of this activity are: participation (walking, cycling, roller skating) and maintaining good physical and mental health in safe, fun, and active learning; the provision, skills and ability of other people by addressing the social, personal and physical health signs and needs of people as they age.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Wickham                                                           | Behavioural Program |
| National Ride 2 School Day                                 | Primary school children                     | The Ride 2 School Program works with families, communities, colleagues and partner organisations to encourage students to ride, walk, cycle or scoot to school. As of January 2013, 10 local primary schools are involved in the program.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Victoria Department of Transport through Bicycle Network Victoria | Behavioural Program |
| National Ride 2 Work Day                                   | Workplaces                                  | The Ride 2 Work Program is a nationally run program that actively encourages people thinking of commuting by bike to give it a try for one day. Existing riders can share their knowledge and experience with others, as well as support and encourage those starting out.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Victoria Department of Transport through Bicycle Network Victoria | Behavioural Program |

2.10 Walking and cycling safety

2.10.1 Introduction

The following chapter presents a summary of the crashes involving pedestrians and cyclists in the Shire. The crash data has been obtained from VicRoads' publicly-accessible crash database, Queensland. The database has been searched for all locations in the Shire. The search period was the 10-year period July 2001 to June 2011, which is the latest complete 10-year period available.

Queensland contains information on casualty crashes that are reported to Victoria Police. A casualty crash is defined as a crash in which somebody is injured and needs treatment or hospitalisation. Crashes that result in property damage only, or those that are not reported to or by the police, are not included in the Queensland database.

Pedestrian and cyclist crashes are presented spatially in Figures 13, 14 and 15. Some crashes were recorded outside of Apollo Bay and Colac but there were no clusters of number or type. According to the data from Queensland, no cyclist crashes are recorded for Apollo Bay.

2.10.2 Summary findings

The data examined shows there are no intersections or road links with multiple fatalities or serious injuries to children or the elderly. There were however multiple injuries or fatalities at intersections and road links for pedestrians and cyclists of all ages. There is one intersection and two road links where multiple collisions involving a pedestrian have occurred:

- Two collisions at the intersection of the Princess Highway West and Queen Street, Colac.
- Three collisions at Princess Highway West between Corner granite Street and Gallibrand Street, Colac.
- Two collisions at Princess Highway between Hesse Street and Queen Street, Colac.
- Two collisions at the intersection of Hart Street and Miller Street, Colac.
- Two collisions at the intersection of Branfield Street and Gallibrand Street, Colac.
- Two collisions at the intersection of Princess Highway West and Gallibrand Street, Colac.

In Colac, Gallibrand Street presents some concern for cyclists and the intersection of Murray Street and Queens Street suggests there are some safety issues for pedestrians.

While there are no clusters of crashes in Apollo Bay, the intersection of the main street and Hardy Street and main street and Nelson Street appear to present some safety concerns for pedestrians.



Figure 13: Pedestrian Crashes in Colac

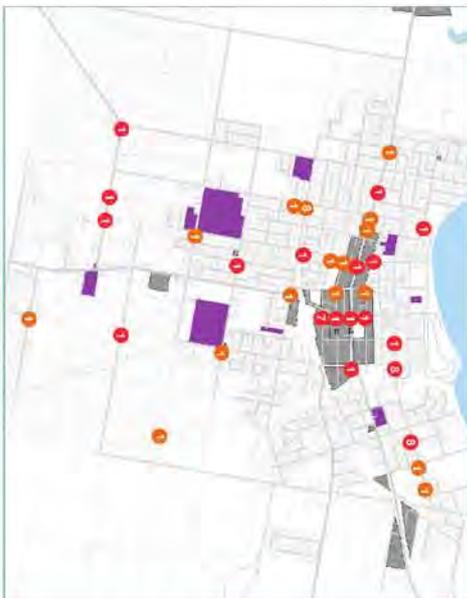


Figure 14: Cyclist Crashes in Colac



Figure 15: Pedestrian Crashes in Apollo Bay

**LEGEND**

| Crash Severity | Crash Type                          |
|----------------|-------------------------------------|
| Fatal          | 1 Collision with vehicle            |
| Serious        | 2 Struck pedestrian                 |
| Other          | 3 Struck animal                     |
|                | 4 Collision with a fixed object     |
|                | 5 Collision with some other object  |
|                | 6 Vehicle overturned (no collision) |
|                | 7 Fall from or in moving vehicle    |
|                | 8 No collision and no object struck |
|                | 9 Other accident                    |

**2.10.3 Severity of Crashes**

Crash history was obtained from Vericodes Crash State Database for the 10 years July 2004 to June 2014. Data from the site is displayed in Table 2.

**Table 2: Severity of crashes in the Colac Olway Municipality**

|             | FATAL | SERIOUS INJURY | OTHER INJURY | TOTAL |
|-------------|-------|----------------|--------------|-------|
| All Crashes | 37    | 422            | 503          | 942   |
| Pedestrians | 2     | 15             | 17           | 34    |
| 4-16        | 0     | 1              | 2            | 3     |
| 60+         | 0     | 4              | 3            | 7     |
| Cyclists    | 0     | 21             | 24           | 45    |
| 4-16        | 0     | 2              | 0            | 2     |

Overall there were 942 overall crashes recorded during the 10 year period, with 37 fatal crashes (4 percent of the total). There were 402 serious injury crashes (43%) and 45 cyclist crashes (4.8%). There were two pedestrian fatalities, but no cyclist fatalities.

**Pedestrian crashes**

Two pedestrian crashes resulted in fatalities (6% of all pedestrian crashes) whilst the remainder are evenly distributed between serious and non-serious injury crashes:

- Pedestrian fatality at the intersection of Princess Highway West and Colac-Fornell Road, Colac; pedestrian struck while crossing from the near side of the road.
  - Pedestrian fatality on the Princess Highway between Avey's Reserve Road and McDermott's Road, near bangalore; pedestrian struck while playing, working, lying or standing on the road.
  - Of the pedestrian crashes involving 4-16 year olds there was only one serious injury - serious injury to a 6 year old pedestrian on McKee Street, Colac; between Riverwood Street and Hart Street; pedestrian struck while crossing from the far side of the road.
- Pedestrian crashes involving people over 60 years included four serious injuries and three other injuries:
- Serious injury to a 60 year old on the Colac-Lavers Hill Road between Galliard-Carrie Road and the entrance to Old Beach Forest Road at Calbrand East Road, near Galliard; pedestrian struck while playing, working, lying or standing on the road.
  - Serious injury to a 60 year old on Forest Street between Sailer St and Avey's Street, Colac.
  - Serious injury to a 60+ year old on the Colac-Ballarat Road between Lang Street and Wallace Street, Seaton.
  - Serious injury to a 60 year old on Bromfield Street between Colac-Lavers Hill Road and Railway Street, Colac.

**Cyclist crashes**

The 45 cyclist crashes are almost evenly distributed between serious and other injuries. Cyclist crashes involving 4-16 year olds have resulted in two serious injuries and six non-serious injuries:

- Serious injury to a 15 year old cyclist at the intersection of Ames Street and Queen Street, Colac; cyclist collision with cross traffic.
- Serious injury to a 15 year old cyclist at the intersection of Armstrong Street and Moore Street, Colac; the cyclist was struck while turning right.

**2.10.4 Type of crashes**

The most common crash type for pedestrian crashes is pedestrians struck while crossing from the near side of the road (32%), followed by pedestrians struck while crossing from the far side of the road and struck while playing, working, lying or standing on the road (both 15%).

The most common crash type for cyclist crashes is cross traffic at intersections involving cyclists (83%), followed by cyclists struck by a right turning vehicle (11%), cyclists striking a left turning vehicle (9%) and rear end crashes involving cyclists (7%).

**2.11 Stakeholder engagement**

**2.11.1 Introduction**

The following section presents the outcomes of a consultation process undertaken among key external stakeholders.

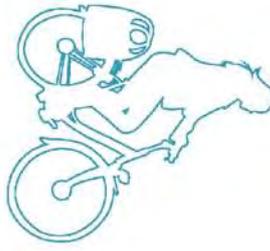
**2.11.2 The consultation process**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>A THE WIDER COMMUNITY</b></p> <p><b>WHO</b><br/>All residents of the Shire.</p> <p><b>HOW</b><br/>Web-based and Hardcopy Active Transport Survey on travel patterns and behaviour and the barriers to walking and cycling.<br/>Community 'Talk Streets' held as part of local events to engage directly in conversation about the key barriers and opportunities for active transport in the Shire.</p> <p><b>WHEN</b><br/>The survey was administered during December 2012. Talk Streets took place in Colac (6th Dec 2012), Birregurra (6th Dec 2012) and Apollo Bay (28th January 2013).</p> | <p><b>B COMMUNITY GROUPS</b></p> <p><b>WHO</b><br/>Forthshire Committee of Management; Barron Downs Community Group; Bealec Progress Association; Beach Forest &amp; District Progress Association; Birregurra Community Group; Carle River Community Group; Chesny and District Action Group; Forest &amp; District Community Group; Gellivrand Kawarran Progress Association; Herrington Memorial Park Committee; Jobarra Public Purposes Reserve Committee Inc.; Kennet River Association Inc.; Layers Hill Progress Association; Red Rock Progress Association; Skerries Creek Adventure Association; Swan Marsh Hill Committee; Wye River &amp; Separation Creek Progress Association; Sport and Recreation Clubs and Communities in the Shire; Disability Network - COIDA; Onwey Business Inc.; Apollo Bay Chamber of Commerce; Onwey Pines/Walking Track Association Inc.; Colac Cycling Club; and Colac Veteran Cycling Club Inc.</p> <p><b>HOW</b><br/>Community groups were contacted directly through the Colac Onwey Shire Council and invited to make submissions on the key issues and barriers for active transport and the main priorities for the Strategy.</p> <p><b>WHEN</b><br/>November 2012</p> | <p><b>C GOVERNMENT AGENCIES</b></p> <p><b>WHO</b><br/>VicRoads; Public Transport Victoria; VicTrack; the G21 Alliance; Department of Planning and Community Development; Department of Transport; Road State Colac and Road Safe Onwey.</p> <p><b>HOW</b><br/>Government agencies were contacted through email and invited to make submissions on the key issues and barriers for active transport and the main priorities for the Strategy.</p> <p><b>WHEN</b><br/>November 2012</p> | <p><b>D ADVOCACY GROUPS</b></p> <p><b>WHO</b><br/>Victoria Walks; Bicycle Network Victoria.</p> <p><b>HOW</b><br/>Advocacy groups were contacted through email and invited to make submissions on the key issues and barriers for active transport and the main priorities for the Strategy.</p> <p><b>WHEN</b><br/>November 2012</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

2.11.3 The Wider Community

The following information summarises the key findings from the consultation process with the wider community, from both the active transport survey and talk shops.

**CYCLING**



**Profile of existing cyclists**

- 1 The majority of cyclists ride everyday.
- 2 Most cyclists have been riding for more than 10 years.
- 3 The vast majority ride for recreational purposes.
- 4 Most cyclists ride at the weekend.
- 5 The majority of cyclists ride 2-5 km in a typical journey but a significant number ride more than 20 km.
- 6 Cycling is a significant social activity carried out with friends and family.

**Top 3 Barriers**

- 1 Sharing the road with motorised traffic.
- 2 The lack of safe, connected and attractive bicycle lanes.
- 3 The lack of appropriate bicycle parking facilities.

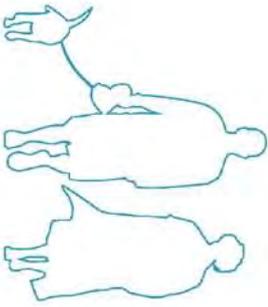
**Top 3 Motivators**

- 1 Health and well-being - general fitness.
- 2 Fun and enjoyment.
- 3 Relaxation and stress release.

**Enabler for greater cycling participation**

- 1 More respect and greater levels of care and attention from motorists for cyclists.
- 2 The provision of safe, connected and attractive bicycle lanes that provide access to key destinations.
- 3 Greater provision of appropriate bicycle parking facilities.
- 4 Safe environments for children to learn to ride a bicycle.
- 5 Information on choosing a bicycle and how to maintain it.
- 6 Better bicycle parking facilities for schools.
- 7 Safer environments around schools.

**WALKING**



**Profile of existing walkers**

- 1 The majority walk most days of the week.
- 2 Most walkers have been participating for more than 10 years.
- 3 The vast majority walk for recreational purposes but a significant proportion walk to the local shops.
- 4 The vast majority walk at the weekend.
- 5 The majority walk 1-5 km in a typical journey.
- 6 Walking is a significant social activity carried out with friends and family.

**Top 3 Barriers**

- 1 The lack of footpaths.
- 2 The poor connectivity of footpaths to key destinations.
- 3 Perception that it is unsafe to walk at night.

**Top 3 Motivators**

- 1 Health and well-being - general fitness.
- 2 Fun and enjoyment.
- 3 Relaxation and stress release.

**Enabler for greater walking participation**

- 1 More and higher quality footpaths, connected to key destinations.
- 2 Better provision of safe crossing points, especially on heavily trafficked roads.
- 3 More street lighting, especially where footpaths are of a low quality.
- 4 Lower speed limits, especially in shopping strips, near schools and parks and in residential areas.
- 5 Designated recreational walking routes.

2.11.4 Other Stakeholders

**II Community Groups**  
*Wye River & Separation Creek*

**Key issues for supporting walking & cycling:**

- The location and terrain of the area is the biggest incentive and barrier for walking and cycling.
- Cycling is almost impossible in the townships unless you're extremely fit.
- Most cycling takes place on the Great Ocean Road.
- Walking is the best way to see and get around Wye River & Separation Creek.

**Key objectives for the Strategy to address:**

- The Strategy should focus on safety and accessibility - The road shoulders with Wye and Sep need upgrading to better facilitate pedestrians.
- The Strategy should address the significant increase in population during the summer period.

**Local projects and initiatives to consider:**

- Upgrading of Paddy's Path - connecting Wye River & Separation Creek. Paddy's Path is the only safe access between Wye and Sep but is currently just a gravel track and subject to frequent landslip. During the peak summer season, pedestrians often walk along the edges of the Great Ocean Road between Wye River & Separation Creek, which is extremely dangerous given the volume of traffic and lack of familiarity with the area.
- Constructing a walking track from the end of Dunoon Rd through a Council Recreation Reserve blocks down to Paddy's Path. Currently for the Eastern Hill of Wye River, the only way down to the beach and shops is down The Boulevard, which is heavily used during the peak summer period.
- Constructing a "bridge" over a small gully at the intersection of The Boulevard and Koonja Street Hermitage Park to allow safe pedestrian access through the park, down to the beach. There have been numerous near misses over the years as pedestrians, mums with prams, kids, dogs, bike riders and cars compete for space.

**III Community Groups**  
*Crosey and District Action Group*

**Key issues for supporting walking & cycling:**

- Walking and cycling is essential in helping to keep people healthy, better and more local paths would support healthier lifestyles.
- We need safe footpaths, separate from the road.
- Footpaths need to connect residential areas with the main street.

**IV Community Groups**  
*Lavers Hill Progress and District Association*

**Key issues for supporting walking & cycling:**

- Participation in walking and cycling is limited in Lavers Hill by the lack of provision for safe walking or cycling.
- There are five houses on the Lavers Hill - Coolden Road ("Coddler Road") but there are no footpaths, only a grass verge, which often gets wet and slippery with heavy rainfall.
- College Drive is a small side road to Great Ocean Road, providing access to the Lavers Hill School, the church and two houses. It has a concrete footpath, which is in good condition but the landscaping is considered unsuitable as rainwater from Great Ocean Road is directed across the lowest point of the footpath. This means that for most of the year the section of the footpath is inundated, with a layer of mud underneath. Walkers can only take them when in conjunction is bypass with Council.
- The speed limit through town is too high (60 km/h)
- The road surface is in terrible condition.
- In town there is a good footpath on one side of the road but there are no provisions beyond the school.
- There are no safe points to cross the Great Ocean Road.
- No thought has been given or provision made for walkers or cyclists west of the school. The speed limit is 60 km/h and there are only patches of roadside to walk on. It is incredibly dangerous for walkers - if some cars there is a very steep embankment with vegetation forcing people to walk on the road.
- Lavers Hill and District Progress Association would like the following done to encourage, facilitate and make safe walking and cycling in Laverie Hill.

**Local projects and initiatives to consider:**

- Improve landscaping and drainage around the footpath in College Drive Lavers Hill.
- The speed limit through Lavers Hill Township should be lowered to 50 km/h
- The Great Ocean Road surface needs to be re-laid.
- A safe crossing place to access the tennis court, hall and rathouse.
- Bicycle lanes in both directions along the Great Ocean Road through the town.
- There should be a shared path from the school to Melba Gully Road.
- A shared path from Lavers Hill Township to Melba Gully road would make a great tourist attraction, as well as providing a fun experience for local residents. It would be a great addition to the Old Beachy Reef Trail, with a section of the original rail viaduct along the path, and some other historic rail infrastructure just to the side of the path.
- The school have expressed an interest in the creation of a track across school land to the school's rear boundary with Coddler Road.

**The priorities should be:**

- Lowering the speed limit in town to 50 km/h.
- Building the shared path from the Lavers Hill school to the Melba Gully Road turn off.

**V Government Agencies**

**Key issues for supporting walking and cycling:**

- Lack of appropriate facilities for on and off-road cycling.
- Conflict with vehicles and conflict with other trail users.
- Lack of awareness of the benefits of cycling/walking.

**Key objectives the Strategy should address:**

- Quantifying the benefits of active transport.
- Diverting facilities and programs using universal design principles.

**VI Advocacy**

No direct submissions were received

2.12 SWOT analysis of the current active transport environment

The following analysis is based on the outcomes presented in the previous sections.

Table 3: SWOT analysis

|                      | PHYSICAL ENVIRONMENT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | SOCIAL FACTORS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | POLICY AND REGULATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | INTRAPERSONAL FACTORS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>STRENGTHS</b>     | <ul style="list-style-type: none"> <li>The topographies within the main and small towns are relatively flat supporting jobs by walking and cycling.</li> <li>The majority of key destinations are within 1-2 km catchment of local residential areas, supporting short local trips by walking and cycling.</li> <li>Within the main towns (Collis and Appleton) there are relatively well developed walking and cycling facilities, providing a good foundation to create a connected, safe and attractive network of facilities.</li> </ul>                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Many of the towns across the Shire benefit from close knit communities where residents are actively involved in various groups and activities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Legislation, regulation, incentives, financial support, education, other formal local sector support, local clubs or schools, government but also non formal local bodies such as clubs or societies such as schools or workplaces.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Most walking and cycling facilities are outdated, particularly and most have been active for more than 10 years.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>WEAKNESSES</b>    | <ul style="list-style-type: none"> <li>In the main towns (Collis and Appleton) bicycle lanes are rarely provided and there are almost no provisions at intersections.</li> <li>There are very limited end-of-trip facilities for cyclists across all towns.</li> <li>Most main streets across all towns carry large trucks creating an intimidating environment for walking and cycling.</li> <li>Focus provision for cyclists at intersections reduces the safety and attractiveness of cycling.</li> <li>No walking and cycling routes across the Shire creates an illegible network, and prohibits the uptake of walking and cycling.</li> <li>Many of the smaller towns have little or no facilities, nor facilities to cross high speed roads.</li> <li>The distances and environmental conditions within the town affectiveness of walking and cycling.</li> </ul> | <ul style="list-style-type: none"> <li>A very poor level of awareness of cyclists on the road, evidenced by the high perception that cycling is unsafe when sharing the road with motorised traffic.</li> <li>A lack of acceptance of walking and cycling as a viable, safe and attractive form of travel for both and longer trips as evidenced by the low overall mode share for bikes by active transport modes.</li> <li>The high proportion of people who currently experience transport frustrations may perceive car ownership and use as a more attractive mobility option even when walking and cycling could be viable for some trips.</li> <li>High levels of obesity and chronic heart disease partly attributable to low levels of physical activity.</li> </ul> | <ul style="list-style-type: none"> <li>Many of the smaller towns have 50 km/h speed limits on their main streets, creating an unsafe and unattractive environment for walking and cycling.</li> <li>Many walking and cycling routes in the main towns are used for car parking.</li> <li>Permitting cars to enter business zones sends a clear message to the community that the car is king and walkers. Given the number of these cars leaving when motor vehicles are used there is no room for allowing people to use cars like the Shires - this area should be a sanctuary for people to walk and young children to play without any need to worry about motorised traffic.</li> </ul>                                    | <ul style="list-style-type: none"> <li>Low perception of safety, particularly when sharing the road with motorised traffic.</li> <li>Lack of knowledge to plan a route by bicycle or navigable roads/paths.</li> <li>Lack of self-efficacy to share the road with motorised traffic.</li> <li>High value placed on car ownership and use among the community.</li> <li>Walking and cycling are not perceived as convenient or practical even among regular participants.</li> <li>Most walking and cycling trips are for recreation rather than utility purposes, and most active time is spent on the weekend.</li> </ul> |
| <b>OPPORTUNITIES</b> | <ul style="list-style-type: none"> <li>Within Collis there are significant opportunities to connect the Old Bakery Hall with the Botanic Gardens using Gibberard Street as a redefined space where pedestrians and cyclists are prioritised.</li> <li>The considerable width of most streets in most towns provides opportunities for redefining pedestrian and bicycle facilities.</li> <li>The considerable width of most streets in most towns provide opportunities for enhanced streetlights through for example landscaping and road narrowing to create stimulating safe and attractive environments for people to walk and cycle.</li> </ul>                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Building on the production of local outdoor in a range of programs to increase physical activity among children aged 4-13 years.</li> <li>The above average levels of walking and cycling for the Shire to work provide a foundation for greater levels of participation in walking and cycling in the Shire.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>The contribution of walking and cycling projects in the Shire through a combination of Council initiative and external stakeholders creates a platform for more effective delivery of actions arising from the Strategy.</li> <li>The recent case in penalties resulting from a pedestrian injury into car doings, presents an opportunity to create a cycling environment that is more socially and physically supportive, where industries will also see the value from a personal perspective of being more aware of the presence of cyclists on the street.</li> <li>The delivery of walking and cycling projects can offer the safety projects are development controls.</li> </ul> | <ul style="list-style-type: none"> <li>Existing programs (e.g. Transport Connections) provide a basis for integrating walking and cycling related behavioural programs.</li> <li>More walking and cycling related behavioural programs, and 5 km, budgeting them by potential to encourage short local trips by active transport.</li> </ul>                                                                                                                                                                                                                                                                               |
| <b>THREATS</b>       | <ul style="list-style-type: none"> <li>The continued low-density development of towns, particularly the main towns, will reduce the attractiveness of walking and cycling as a form of transport to local destinations will increase longer trip distances.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>The perception that cycling is associated with low socio-economic standing or students who cannot afford to purchase a bike.</li> <li>Not addressing the perceived illegitimacy of cycling as a road user.</li> <li>The growing basis of obesity and chronic heart disease from low levels of physical activity will require a more aggressive approach to the outcomes of an active transport Strategy. Achieving these outcomes will require a more comprehensive and coordinated manner to achieve results.</li> </ul>                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Although Council is now taking a more holistic approach to walking and cycling across the Shire, unless some processes and policies are put in place for accountability then it will be difficult to achieve good outcomes.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Not designing and delivering behavioural and promotional programs and activities that are contextually aligned with the needs of the wider community.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                    |



## 3. A Framework for Supporting Active Transport

### 3.1 Introduction

This chapter presents the framework for enabling and meeting greater levels of participation in walking and cycling in the Strata. The framework acts as the basis for the selection of actions to create a more supportive environment for active transport.

An incremental approach is proposed, where the community can gradually increase their participation in walking and cycling by adopting some of the local firsts they normally resist by default.

### 3.2 Behaviour change frameworks

The development of the Strategy has been based on a behavioural change framework, as opposed to a traditional engineering approach. Human behaviour is determined not by any one single factor (e.g. motivation) but rather by an environment of multiple influencing factors. The benefit of using a behavioural change framework is manifest in the broader consideration of the user system that influences people's behaviour.

#### Addressing the "user system"

Strategies to support more people to participate in walking and cycling need to address the "system" in which these decisions are made and where travel patterns are formed.

The user system comprises:

- **Intrapersonal factors** – these are factors which are specific to us as individuals (e.g. our self-confidence in our ability to ride a bicycle).
- **Social factors** – these factors which are specific to societies (e.g. the influence of friends, family and colleagues).
- **Policy and regulation** – refers to the influence of wider government policy and enforcement of legislation (e.g. policy strongly supportive of active transport).
- **Physical environment** – this is both the built and natural environment (e.g. walking and cycling facilities).

#### Adopting a behavioural model

The Strategy adopts a behavioural model consisting of motivating factors and enabling factors. For a group of actors (in this case, the residents of the Strata, and to a lesser extent residents of adjoining municipalities) to adopt a particular behaviour (i.e. more cycling, more often, for all journey purposes) both factors need to be active in their lives.

The model comprises:

- **Motivating factors:** are intrinsic desires, connections to people's identities that attract them to certain behaviours.
- **Enabling factors:** are changes to:
  - People's environments (both social and physical) and
  - Their self-efficacy that lowers the perceived risks of adopting.

### 3.3 Cultural change for cycling

Cycling across Australia is widely considered to be a sporting activity, with a strong association with road racing and recreational pursuits (e.g. mountain biking). This perception was strengthened in 2011, when Melbourne was officially recognised as a world sports-cycling city by the Union Cycliste Internationale – the world governing body for sport cycling – only the second nominated city in the world, after Copenhagen in 2007. Melbourne is not recognised as a leading world city for everyday cycling. A clear distinction has to be made between sports cycling and cycling for everyday purposes (i.e. for journey to work, education, shopping and social purposes). The aim of Cycling Strategies at a local government level is to support everyday cycling for transport.

In cities around the world where a strong cycling culture exists, cycling is an everyday activity undertaken by the majority of people, regardless of age, gender or social standing. As a result, there is greater respect among all road users. Motorists and cyclists share an understanding of each other's needs. In cities across the world with high levels of cycling for everyday journey, policy has sought to make cycling the most attractive form of transport for short trips.

The Strategy therefore focuses on supporting cycling in the community as an everyday or normalised activity, to make short local trips, primarily focused on accessing activity centres, education, green space (park and rail stations).

### 3.4 Incremental change

#### Small x Many = Big

Incremental change has two key benefits:

1. Small changes are usually perceived to have a lower risk attached to them and are therefore more likely to be adopted (e.g. 80c).
2. Small changes made by many people produce a larger change overall (e.g. the finger lam).

Change efforts, particularly where people associate a high perception of risk with the proposed change have a high mood of failure, especially when they are pitched as all-or-nothing endeavours. However, when changes are proposed on an incremental basis, which look at one trial (or change) first in safe and familiar environments (e.g. their local community), the perception of risk is greatly reduced and the more likely they are to be adopted.

On this basis, it is appropriate to promote walking and cycling for short local trips and longer recreational trips, especially among people who lack the confidence and self-efficacy to ride in certain conditions (e.g. in peak traffic, sharing the road with motorised traffic).

### 3.5 Design principles

The provision of a safe, convenient, legible and attractive network of bicycle routes, supported by appropriate end-of-trip facilities, is a critical element of an environment where cycling is an intuitive choice for short local trips. The following section presents the framework for the design, development, planning and realisation of bicycle infrastructure proposals in the Strategy. The design principles adopted here are consistent with state, federal and international best practice.

#### International design principles for cycling

The following design principles are well-established across the world for the design of bicycle networks.

- **Convenience**
  - Cycling routes must be perceived as convenient, offering journeys which are convenient (i.e. or more so than alternative modes and routes).
  - Routes should connect trip origins and destinations.
  - Routes should be unimpeded by unnecessary street furniture, tramway, foot overbridges, grades or obstructions.

#### Accessibility

- Routes should link trip origins and destinations.
- Routes should be continuous and convenient, and clearly legible to a novice user (including providing for wayfinding signage and maps, where necessary).
- Provision should be provided to cross busy roads and other barriers with minimising delay and maximising safety.
- Provision should be provided in and through areas otherwise inaccessible to motor vehicles (such as parks, using due consideration of pedestrians).

#### Safety

- Facilities should be perceived to be safe as well as offering real safety benefits. These safety benefits need take into account the relative risk of design alternatives and the baseline situation, as well as the different cyclist groups likely to be attracted to a route.
- Traffic volumes and speeds should be reduced where cyclists and vehicles share road space, ideally to around 30 km/h.
- Reallocation of road space to cyclists should be considered, particularly at potential conflict points (particularly intersections). Both physical (infrastructure) and temporal (traffic signals) separation should be considered.
- Signifiers, surface quality and vegetation should not present a hazard to the widely varying types of riders likely to use a facility.

#### Comfort

- Infrastructure should cater for the breadth of the community (see 8-50 rule).
- Feelings of comfort will be influenced both by physical conditions (e.g. width, gradient and surface quality) and by perceptions of safety. Dealing with the latter through the provision of high quality, often segregated, and infrastructure is critical.

#### Attractiveness

- Aesthetics are important; the look and feel of cycling infrastructure and adjoining and uses (such as parks) will influence feelings of comfort and personal safety.
- In context the use of high quality materials that are also functional make cycling facilities attractive (or both) roads and the community more generally.
- New iterations will increase attractiveness (as well as safety). Maintaining a high quality pavement clear of debris such as gravel and grass masses for more attractive cycling infrastructure.

**Australian Urban Design Protocol**

The following principles from the Australian Urban Design Protocol provide an holistic approach for designing environments that support walking and cycling:

- **It prioritises people walking or riding before vehicles**
- Are pedestrians and cyclists given first priority on the streets, followed public transport, then the movement of goods, and finally cars?
- Is it convenient for pedestrians and bicycles to use and cross roads easily and with ease?
- Are there direct and continuous walking and cycling routes between key local places?
- **It is easy to get around on foot, bike, wheelchair, pushing a pram or wheelchair**
- Is it easy to find your way around the neighbourhood when walking or cycling?
- Are footpaths and crossovers suitable for a range of people and abilities?
- Are there bicycle-only paths that are clearly marked and separated from footpaths and roads?
- **Buildings and streets feel like they're the right size and type for that place**
- Are street networks designed to encourage walking between blocks?
- Are building types and uses appropriate for their location?
- Are the building scales appropriate for that location?
- **It encourages physical activity and social interaction, and promotes a healthy lifestyle**
- Is it convenient to walk or ride to local facilities and public transport, including the need to drive?
- Are facilities provided for outdoor activity?
- Is there a variety of outdoor recreation areas within walking distance (500m) of homes and work places?
- Are trees and plants located along streets and paths, to provide shade, comfort and visual interest?
- Are there scenic walking and cycling routes through parks and bushland or along rivers, lakes and sea shores?

**Existing Design Guidelines**

The design of walking and cycling facilities should also reference existing Colac Otway Shire Council guidelines, including but not limited to the Infrastructure Design Manual.

**3.6 Prioritisation process**

In order to determine the priority of infrastructure-related action a Weighted Criteria Scoring System has been developed. This scoring system has been based on the *How to Progress a Pedestrian Access and Mobility Plan* (NSW RTA, 2002). The Weighted Criteria Scoring System is based on four categories, as follows:

**(A) Land use**

For walking and cycling to be viable, practical and attractive ways to access key destinations, facilities must connect people where they live with key local destinations.

- Under the category of land use there are 5 criteria, as follows:
  - Access to key land-uses – Higher scores are awarded to facility proposals that serve main commercial, educational, shopping, rail stations and green open space (recreative and added) land-uses.
  - Proximity to key land-uses – Higher scores are awarded to facility proposals that are directly adjacent to the key land-uses above those that require connection via designated routes; and
  - Proposed future land-use development – Higher scores are awarded to facility proposals that support future land-use development.

**(B) Traffic impact**

Infrastructure is often most needed where the impact from proposed traffic is greatest. Therefore higher points are awarded for facility proposals on heavier trafficked routes.

**(C) Safety**

- Safety (both perceived and actual) is a core principle for the design of active transport facilities and for enabling and attracting people to walk and cycle. Under this category, there are 2 main criteria, as follows:
  - Identified crash hotspots from Crash Stats – Higher scores are awarded to facility proposals with the potential to address locations of quantified safety issues; and
  - Identified hazardous locations through consultation – Higher scores are awarded to facility proposals with the potential to address locations of safety concern as identified through consultation with the community.

**(D) Continuity of routes**

This category provides another level of detail to categories (A) and (C), in terms of connection and access to land uses. The importance of connectivity is that it addresses the value of a bicycle infrastructure on the basis of whether or not it is completing a "missing link" in an existing local or strategic bicycle route.

The weighted criteria scoring system and outcomes are presented in Appendix C.

Each facility proposal is scored out of a maximum 112 points, and then assigned a High, Medium or Low priority as follows:

**Table 4: Severity of crashes in the Colac Otway Municipality**

| PRIORITY | FROM | TO  |
|----------|------|-----|
| High     | 76   | 112 |
| Medium   | 38   | 75  |
| Low      | 0    | 37  |

Facility proposals for walking and cycling are assessed separately.

Colac Otway Shire Council Open Space Strategy (revised 2021)

How to Progress a Pedestrian Access and Mobility Plan (NSW RTA, 2002)



## 4. Actions for Supporting Active Transport

### 4.1 Introduction

This chapter presents the recommended actions to create an environment in the Shire that is supportive of walking and cycling.

Actions are categorised as follows:

- **Infrastructure:** covering active transport facilities (e.g. bicycle lanes, footpaths and wayfinding).
- **Behavioural:** covering behaviour change programs.
- **Policy and Regulation:** covering land-use planning, enforcement and speed limits.
- **Promotional:** covering the marketing of active transport.
- **Leadership:** covering the role of the Shire Council as role model and leaders in active transport.

Each action is subject to detailed investigation and design. Infrastructural actions have been subjected to a high-level ground finding assessment and the outcomes have been fed back into the prioritisation of these actions.

### 4.2 Infrastructural Actions

#### 4.2.1 Introduction

The following section presents a range of actions to enhance the existing walking and cycling networks in the main and small towns of the Shire.

The network maps (overlaid proposals from existing plans and strategies, and new proposals developed in the preparation of the Strategy, footpaths and bicycle lanes on-road and off-road) are presented in a consolidated format, as 'existing' and 'proposed'. Where appropriate, annotations have been provided on maps to illustrate the concept behind the proposals.

Walking and cycling facilities at intersections (including mid-block crossings) are presented as 'typical designs' based on appropriate standards and guidelines, namely, Austroads Guide to Road Design, Guide to Traffic Management, Guide to Road Safety, and Victorian Cycle Ways.

In addition, general consideration has been given to international best practice to provide a range of design concepts for specific walking and cycling facilities and streetscape schemes. Some of these concepts have been translated for specific locations in towns across the Shire. These visuals are intended to be conceptual only and are not exact representations of appropriate designs.

General guidance is provided on end-of-trip facilities for cycling and wayfinding for both walking and cycling. Although the development of a wayfinding strategy for the Shire is beyond the scope of our Active Transport Strategy, general guidance has been provided.

#### 4.2.2 End-of-trip facilities

This section presents the key actions to enhance the end-of-trip experience when people arrive at their destination by bicycle.

##### Proposed Actions

- (1-1) Provide appropriate short-stay bicycle parking near or adjacent to shops – sites with local businesses to identify appropriate locations and to minimise impact on the operation of the street (particularly to avoid creating clutter that creates a barrier for people with visual and physical impairments).
- (1-2) Develop a business case for installing long-stay bicycle parking facilities at all rail stations, working closely with VicRoads to determine appropriate locations.
- (1-3) Work with local leisure and recreation facilities to develop short end-of-trip plans to address immediate and future bicycle parking needs.
- (1-4) Work with local primary schools (through the Ride 2 School program) to develop short and long term plans to address immediate and future bicycle parking needs – also refer to 'School Travel Program' in section 4.3.3.
- (1-5) Run a design competition to create artistic bicycle parking racks that represent the local culture (Indigenous and/or modern).
- (1-6) Run an ECI for the provision of Parklets on the main streets of Apollo Bay and Colac. Parklets are a low cost way to soften the feel of a street and provide additional space for people to sit, eat and enjoy the street environment. They increase the allocation of space for people and can be provided in proximity to cafes and restaurants to support local businesses. Furthermore, they provide additional bicycle parking in locations of high demand.

#### 4.2.3 Wayfinding and signage

In Victoria the design of bicycle wayfinding and signage is guided by Victorian Cycle Note 11, and further guidance is provided in the Guide to Traffic Management – Part 10: Traffic Control and Communication Devices (Austroads 2009a) and AS 1742.2:2009 and AS 1742.3:2000.

More recently the Victorian Department of Transport released 'You are here: a guide to developing pedestrian wayfinding (2011)', which also notes "Fraser pointer signs at street-sign level are easier for cyclists to read as they pass quickly, whereas complex information boards at street level are of little or no use. Distance to travel and the time it takes to read a destination are likely to interest cyclists."

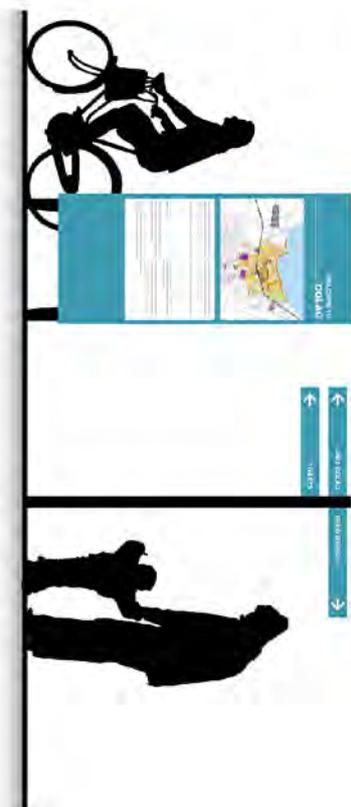
While a detailed wayfinding strategy was beyond the scope of this Strategy, the actions proposed are intended to provide the basis for such work.

##### Proposed Actions

- (1-7) Develop an integrated walking and cycling wayfinding Strategy for Colac and Apollo Bay (see also 'Walking Promotion Program' in section 4.3.3), to include destination, directional and informational signage – see example shown opposite.
- (1-8) Develop a trail wayfinding Strategy to incorporate mountain bike trails.



Long Stay Bicycle Parking



Short Stay Bicycle Parking



Mock-up of Bicycle Wayfinding (Directional Signage)



Mock-up of Pedestrian Wayfinding (Directional Signage)

## 1 Colac

### Walking Network

The map opposite presents the existing and proposed walking network for Colac.

The footpath improvements in Colac are primarily based on the Colac-Elmira Corridor Footpath Strategy 2012 and the Colac CBD and Entrances Study 2012. This considerable body of work has made recommendations for enhanced footpaths, greater priority at roundabouts and mid-block crossings.

These proposals have been complemented in this Strategy with actions principally relating to wayfinding and streetscape improvement projects.

Furthermore, a range of design concepts are proposed (based on global best practice) to inform the development of the network.



**Pedestrian Design Concepts**



Concept for enhanced pedestrian access and priority on side street crossings



Concept for completing missing links in pedestrian network



Concept for enhanced pedestrian access and priority at mid-block crossings

**COUNTDOWN TIMERS**



Dublin, Ireland

- Countdown timers at signalised crossings improve comfort for pedestrians and would be most appropriate for Murray Street.

**MID-BLOCK CROSSINGS**



Copenhagen, Denmark

- Mid-block crossings are an effective method of enhancing the permeability of the town for pedestrians, particularly on Murray Street.

**GREEN STREETS**



Portland, Oregon, USA

- Green Street schemes are an effective way to introduce sustainable urban changes and improve the attractiveness of the street.

**STREET NARROWING**



Portland, Oregon, USA

- Narrowing streets helps to both improve pedestrian access by reducing crossing distances and provide space for landscaping.

**SHARED SPACE**



Auckland, New Zealand

- The introduction of shared space on Gallicard Street adjacent to Memorial Square was a recommendation from the Civic CBD and Enhances Study 2012, which is also supported in the Strategy. New streetlights in the shared space require a public awareness campaign to educate the community on how they are used.

**SIDE-STREET CROSSINGS**



South Yarra, Victoria, Australia

- There are several methods of removing footpath obstructions for pedestrians including the use of raised entry treatments to reduce crossings. Civic would benefit from the widespread application of such treatments particularly in areas of high pedestrian activity (e.g. Murray Street and Gallicard Street).

**PARKLETS**



Long Beach, California, USA

- Parklets are an effective way to soften streetscapes dominated by concrete and asphalt while increasing space allocated to pedestrians.

**STREETS FOR PEOPLE**



Viana do Castelo, Portugal

- A general concept, particularly relevant for main streets, is to design street furniture in favour of pedestrians rather than motorised traffic.

**WAYFINDING**



London, UK

- Wayfinding is a critical element in the overall level of legibility of places. - The development of a wayfinding Strategy is a key proposal of this Strategy.

**COURTESY CROSSINGS**



Cambridge, Massachusetts, USA

- Courtesy crossings can help improve pedestrian access and increase driver awareness of high pedestrian activity areas.

**COURTESY CROSSINGS**



Chester, UK

- Courtesy crossings can help improve pedestrian access and increase driver awareness of high pedestrian activity areas.

**WAYFINDING**



Dublin, Ireland

- Wayfinding is a critical element in the overall level of legibility of places. - The development of a wayfinding Strategy is a key proposal of this Strategy.



**Bicycle Facility Design Concepts**



Concept for bicycle facility enhancement on side streets



Concept for advisory treatment (using sharrows) at roundabouts



Concept for enhanced bicycle facilities at intersections

**TRANSITION TREATMENTS FROM BICYCLE LANES TO INTERSECTIONS**



Carlton, Victoria

- The use of advisory treatments to encourage cyclists to move into the centre of the road in advance of an intersection is an effective method of mitigating green points and conflict at the intersection. Sharrow bicycle symbol sharrows are a readily low, low cost and effective method of addressing the issue.



Preston, Victoria



Newcastle, NSW

**BICYCLE FACILITIES AT INTERSECTIONS**



Brunswick, Victoria

- Enhancing the delineation of bicycle lanes at busy intersections with multiple turning lanes provides greater protection for cyclists.



Hobart, Tasmania

- Pedestrian and cyclist crossing facilities for shared footpaths mitigates conflict.



Ashfield, SA

- Bike boxes at intersections enable cyclists to move into a high visible position for motorists.

**BICYCLE PARKING**



Maken East, Victoria

- Long stay bicycle parking must be secure and is generally appropriate for railway stations.



Amsterdam, The Netherlands

- Long stay bicycle parking facilities can also be provided for medium to high density residential development.



Hobart, Tasmania

- Bicycle parking can also contribute to the attractiveness of the public realm through artistic design.

**SIDE STREET TREATMENTS**



Prahran, Victoria

- Green surface treatments on side streets enhance priority for and awareness of cyclists.



Dull, The Netherlands

- Wayfinding is a critical component of a bicycle network supporting equity and connectivity.



Maitland, NSW

- Separation from motorised traffic provides enhanced safety, especially on heavily trafficked and high speed roads.

## 2 Apollo Bay

### Walking Network

The proposed enhancements of the walking network in Apollo Bay are based primarily on the Apollo Bay Footpath Strategy 2012. In addition, a number of recommendations are presented here (shown in the map opposite) to enhance pedestrian access and priority at key intersections and on side streets (see page 39).

A range of design concepts are presented to inform the development of these proposals.



**Pedestrian Design Concepts**



Concept for the provision of a parklet on the main street in Apollo Bay



Concept for enhanced pedestrian access and priority at the intersection of the Great Ocean Rd and Nelson St



Concept for enhanced pedestrian access and priority through provision of additional mid-block crossings

**SIDE STREET CROSSINGS**



Cambridge, Massachusetts, USA

- Side street crossing priority is proposed for the main streets area of Apollo Bay to enhance access and priority for pedestrians.

**PEDESTRIAN PRIORITY**



San Diego, California, USA

- Pedestrian priority can be provided at intersections across the town for improved access and safety.

**WAYFINDING**



Barcelona, Catalonia, Spain

- Although Apollo Bay is relatively small, wayfinding would enhance the legibility of the town and direct pedestrians to more people-friendly routes and environments.

**RAISED CROSSINGS**



Washington DC, USA

- Raised crossings, both on side streets and for mid-block access, for better connection between the main street and the kerbside.

**STREETS FOR PEOPLE**



Malmo, Sweden

- The main street is currently heavily dominated by cars and lacks a sense of link into a high pedestrian activity area.

**PARKLETS**



Long Beach, California, USA

- Footpath widening and car-deterred streets can be addressed with low-cost and effective regulations like parklets.



**Bicycle Design Concepts**



Concept for enhanced exclusive bicycle lanes on the Great Ocean Road



Concept for enhanced bicycle facilities through the main street of Apollo Bay



Concept for enhanced bicycle facility transition from bicycle lane to intersection

**EXCLUSIVE BICYCLE LANES**



**Seville, Spain**

- Many streets in Apollo Bay can support the provision of exclusive bicycle lanes.

**INTERSECTION FACILITIES**



**Gold Coast, QLD**

- The network in Apollo Bay currently lacks appropriate bicycle facilities at intersections, including side streets.

**WAYFINDING**



**Delft, The Netherlands**

- Wayfinding is an important element of a bicycle network and should be integrated where possible with pocket urban wayfinding.

**BUFFER ZONES**



**Chicago, Illinois, USA**

- The addition of buffers on both sides of exclusive bicycle lanes provide added safety and comfort for cyclists, helping mitigate car dooring.

**ADVISORY TREATMENTS**



**Newcastle, NSW**

- Advisory treatments at roundabouts mitigate conflict created by motor points where cyclists and motorists are forced together.

**PARKING FACILITIES**



**Volusia County, Florida, USA**

- Bicycle parking can be integrated into the streetscape as functional art.

### 3 Birregurra



Concept for bi-directional shared footpath on Roadknight Road



The key proposal for Birregurra is the provision of a shared footpath facility on Roadknight Road to provide safe access to the local railway station and the future Tiger Rail Trail.



Cross-section of Shared Path on Roadknight Road, Birregurra

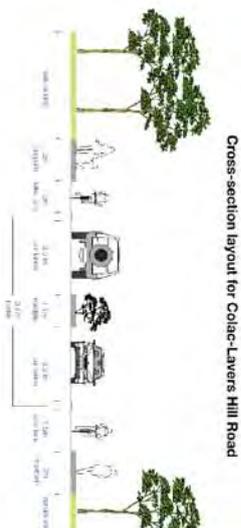
### 4 Lavers Hill



Concept for streetscape enhancement on the Coliac-Lavers Hill Road



The opportunity exists in Lavers Hill to create a streetscape that reduces the dominance of the car, providing a safe and inviting environment for pedestrians and cyclists.



Cross-section layout for Coliac-Lavers Hill Road

### 5 Beac

Proposals for Beac combine recommendations from the local masterplan and new actions to

enhance access for pedestrians, including footpaths and two crossing facilities on the main road; one to

enhance access to the local school, community centre and playing fields and the other for access to the reserve.



### 6 Cororooke & Coragulac

Key proposals focus on the provision of new footpath facilities to connect local residential land-users with local shops.

Furthermore, consideration is given to the provision of a connection with Colac.

However, this connection is shown as an indicative future scheme.



### 7 Forrest

Proposals for Forrest focus on the provision of enhanced pedestrian facilities on the main street, including a

new footpath on the eastern side and crossings on either end of the main street to provide safe connections with

the local shops and cafes. Additional footpath facilities are proposed for residential access.



### 8 Barwon Downs

No additional proposals have been recommended for Barwon Downs outside those proposed in the local

masterplan. These enhanced pedestrian facilities including new footpaths and a crossing facility are

supported in this Strategy but not included in the implementation plan.

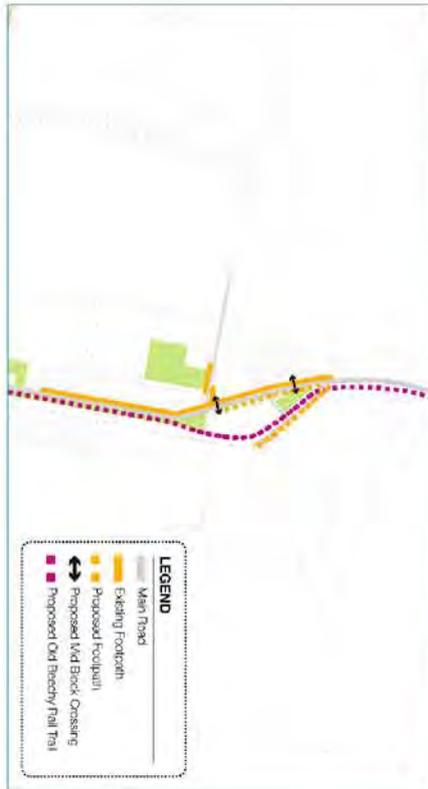


### 9 Gellibrand

Proposals for Gellibrand focus on the provision of pedestrian crossing facilities and the reduction in speed

limit on the main street. Proposals from the current masterplan are acknowledged and supported in this

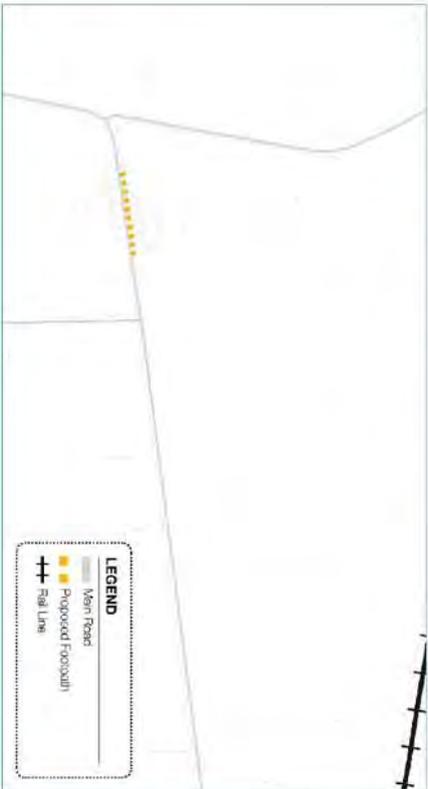
Strategy but not included in the implementation plan.



### 11 Swan Marsh

Proposals for Swan Marsh focus on the reduction in speed limit on the main street. Proposals from the current local

masterplan are acknowledged and supported in this Strategy but not included in the implementation plan.



### 10 Beech Forest

Proposals for Beech Forest focus on the reduction in speed limit on the main street. The existing proposals for the

completion of the Old Bockey Rail Trail are acknowledged and supported in this Strategy but not included in the

implementation plan.



### 12 Marengo

Proposals for Marengo focus on the upgrade of the existing shared path connection with Apollo Bay, from a

gravel track to a sealed path with formal shared path signage and surface markings.



### 13 Skenes Creek

Proposals for Skenes Creek focus on the reduction of the speed limit on the Great Ocean Road.



### 14 Kennett River

Proposals for Kennett River focus on the reduction of the speed limit on the Great Ocean Road and better

connections with the forest.



### 15 Wye River & Separation Creek

Proposals for Wye River and Separation Creek focus on the reduction of the speed limit on the

Great Ocean Road, upgrading Palky's Path and better connections with the foreshore.



### 16 Cressy

Proposals for Cressy focus on the reduction of the speed limit on the main street and the provision of

localities connecting the local shop with residential and recreational land-uses.



### 4.3 Behavioural Actions

#### 4.3.1 Introduction

The following section presents a range of behavioural programs to address the following key barriers (and opportunities) to active transport in the State:

- The lack of confidence among the community to share the road with motorised traffic;
- The general lack of self-confidence among the community to ride and maintain a bicycle;
- The lack of awareness of, and care and attention given to, pedestrians and cyclists by motorists;

The programs are presented in the form of frameworks, based on the outcomes of the understanding of the local context. Each program will need to be designed using an appropriate behavioural change framework, as discussed in Section 4.3.2. Furthermore, it is unlikely that the State Council will have the capacity to deliver these programs without the collaboration of a range of key stakeholders. Some guidance has been provided on appropriate stakeholder, however, it is envisaged that appropriate delivery mechanisms and governance will be determined during the design process.

#### 4.3.2 Designing behavioural programs

Behavioural change programs should follow a rigorous design process. In the same way that infrastructure does, the following framework presents a process for designing behavioural programs. This is not listed in return, as presented in the figure below.

Figure 16: Behavioural Change Framework



Depending on the nature of the behavioural issue, this design process can be completed relatively quickly or may entail more extensive time spent in the exploration or research phases.

#### 1. Define

At the outset of the program design the following should be clearly defined:

- Whose behaviour is needed to change from the intervention (the actors – audiences, aim passive, they do not carry actions)
- What explicit behaviours are needed to change and which ones should replace them
- What overall key outcomes the program should deliver

#### 2. Explore

The next step requires:

- Research, to understand the social, cultural context in which the program will be delivered (usually involving fieldwork)
- Analysis or organisation of the qualitative and quantitative data and information collected
- Synthesis of the analysed data to extract key patterns, themes and insights

From this process, the key enabling and motivating factors can be identified and the theory of change created!

#### 3. Ideate

This step has two key stages:

- First, converge to identify as many ideas for activities that will activate the identified enablers and motivators, by gathering inspiration from existing literature and through brainstorming with a group of key informants
- Secondly, converge through a process of shortlisting and evaluating the ideas against appropriate criteria

At the end of this process, the final set of activities can be integrated into a cohesive program that is, ideally, effective and feasible. This program should be based on a set of key design principles that respond to the key enablers and motivators, and appropriate behavioural change models.

#### 4. Implement

This step is iterative in nature and starts with "Rapid Prototyping" – where the focus is on quickly and cheaply testing the proposed activities to identify potential design and implementation problems. Once the program has been tested and refined it is ready to roll out.

#### 5. Evaluate

The final step, which should occur before the program is fully rolled out, is to determine what are the key performance indicators for the program overall, and the activities that make up the program. Once established, appropriate data collection methods and responsibilities should be assigned. Monitoring should be consistent and continuous from the moment implementation begins. Finally, reporting formats should be agreed.

### 4.3.3 Recommended behavioural programs

Four key behavioural programs are recommended:

- Cycling Efficacy Program;
- Road Coexistence Program;
- Walking Promotion Program;
- School Travel Program.

Each program comprises a range of activities and interventions related to the objectives of these programs.

In the field of behaviour change the term 'actors' is used to represent the people whom behavioural expectations are placed upon. They are actors because they play an active role in the given situation, as opposed to audiences who play a passive role (i.e. they observe) a given situation. Effective behaviour change programs engage actors on a deep and meaningful level. They go far beyond typical marketing and social marketing techniques, and should not be confused as such.

#### Inspiration

All effective behaviour change programs take inspiration from other programs. A selection of programs, which have been delivered around the world, are presented here as inspiration for the design of programs appropriate for the State community. Ideally, these programs should be adapted to fit the local context, rather than replicated.

The design and delivery of some of these programs can be undertaken as part of a collaboration with key stakeholders. For example, it might be more appropriate to work with existing organizations to address 'road coexistence' by collaborating with organizations like the Army Gillett Foundation. Additional local activities can then be developed to supplement this program.



Melbourne Street Smarts



Bicycle Training Classes - Sydney (City of Sydney)



A Metre Matters - Australia (Army Gillett Foundation)



Love Living Local - Dumbell, Victoria



Bike 2 Work - Australia



Bikes Go Round - Oakland, USA

Stier Routes to School - Seattle, USA

Table 5: Behavioural programs

|                                    | 1 Cycling Efficacy Program (B-1)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2 Road Coexistence Program (B-2)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 3 Walking Promotion Program (B-3)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 4 School Travel Program (B-4)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PURPOSE</b>                     | The purpose of the overall program is to enhance the general level of cycling skill, knowledge and confidence among the community.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | The purpose of this program is to increase the relationship between all road users. The program is a consequence of the Strategy and a critical supporting measure for the bicycle network.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | The purpose of this program is to motivate greater participation in walking among the community.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | The purpose of this program is to provide children and their parents to walk and cycle more for the journey to and from school as a foundation for establishing sustainable travel patterns.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>OBJECTIVES</b>                  | <ul style="list-style-type: none"> <li>To increase the level of knowledge of bicycle types, including regulations, appropriate for a range of journey types, cycling styles, paths, signs and personal styles.</li> <li>To increase the level of knowledge of appropriate gear required to make a range of bicycle journeys including commuting and short local trips.</li> <li>To increase the level of cycling skill including defensive riding skills.</li> <li>To increase the level of bicycle maintenance skills for a range of bicycle types.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>To reduce the incidence of conflict between cyclists and motorists.</li> <li>To enhance the level of care and attention given from motorists to people who are walking and cycling.</li> <li>To increase the perception of safety among cyclists when walking and cycling.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>To increase the level of participation in walking for short local trips and recreational trips.</li> <li>To promote physical activity and reduce obesity and levels of chronic heart disease.</li> <li>To encourage walking for short local trips to support local businesses and social interactions.</li> <li>To reduce the perception that walking is unsafe.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>To increase participation in walking and cycling (physical activity) among children and young adults.</li> <li>To reduce the proportion of children being driven to school, particularly for short journeys.</li> <li>To establish travel patterns among children and young adults that will support greater participation in walking and cycling in their life.</li> <li>To influence the travel patterns of parents for school journeys and other journey purposes, particularly short local trips.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>ACTIONS</b>                     | <p>Move and benefits of all ages.</p> <p>Key activities might include:</p> <ul style="list-style-type: none"> <li>Cycling Skills and Bicycle Maintenance courses.</li> <li>Run an after-school bike club for local children – the club will provide workshops for primary school children to learn safe riding skills. Unlike other recreational clubs, and enjoy social interaction with their peers.</li> <li>Run community bike rides where experienced riders undertake regular rides through neighbourhoods that local people can join at any stage to experience riding in the safety of a group and with instruction from experienced bike riders.</li> <li>Create a brochure showcasing the many different types of bicycles and how they can be used for various journey purposes; include advice on clothing and other appropriate gear that highlights that short local trips do not require any special equipment.</li> <li>Run an advice / power-assisted bicycle trial scheme, to include family classes for participants.</li> </ul> | <p>Key activities might include:</p> <ul style="list-style-type: none"> <li>Barred media campaign (1) in a series of articles in media and newsletters on potential conflicts between pedestrians and cyclists and motorists will receive on recreational and casual and considerate behaviour (2) host an online discussion forum on the scenarios of conflict (3) create a booklet, based on social good and empathy, that informs motorists of the rights and needs of cyclists, distance the leader with newly issued parking permits, in conjunction with major social supermarkets and schools.</li> <li>Run a 'Share Driving' campaign, encourage local businesses to support a campaign promoting safe driving by displaying a poster with normative messages in their shop windows and handing out the Normative Messages related above, encourage the businesses will have advertising in local newspapers and council publications.</li> </ul> | <p>Key activities might include:</p> <ul style="list-style-type: none"> <li>Host a series of walking route planning workshops with the community to inform the development of routes of recreational purposes (e.g. linking local business parks and gardens) – the mapping should be coordinated with pedestrian wayfinding.</li> <li>Explore the use of retro-reflective graphics and signage as interventions to promote walking for short local trips.</li> <li>Establish / promote social walking groups; these groups can be specific to corners of the community or local businesses (e.g. walking during lunch hour) – responsible with a community-based 'Share' challenge (identifying their neighbours to participants who then log steps taken for various purposes).</li> <li>Connect activities, where possible, to existing programs like local Canoe, Farm Walks and Dog Walks.</li> <li>Explore walking a car free route in Collier Estate (around Memorial Square) and Apollo Bay (Pescadore Street) – coordinate with promotion of cycling.</li> </ul> | <p>Key activities might include:</p> <ul style="list-style-type: none"> <li>Review the School's participation in the state funded 'Bike 2 School' program, with the aim of encouraging greater participation among primary and secondary schools.</li> <li>As part of 'Bike 2 School' or 'Safe Standalone' Safety Routines to 'School' type study, examine access to schools and aim to address key infrastructural issues specific to school children.</li> <li>As part of one of the previous activities develop local guidelines to developing 'School Travel Day', and make available to local schools.</li> <li>Engage parents to establish the specific physical and social barriers that prevent them from taking their children walk or cycling to school.</li> <li>Survey the current provision of bicycle parking facilities at school's create small grants to support schools who develop 'School Travel Plans' to improve and/or provide additional facilities.</li> </ul> |
| <b>BEHAVIOUR CHANGE TECHNIQUES</b> | <ul style="list-style-type: none"> <li>Familiarity – reduce people's perception of fear through familiarity with cycling and knowledge of the diversity of bicycle types to enable different journey purposes.</li> <li>Social proof – understanding classes with family, friends and peers will reduce individuals fears that cycling is difficult or that their concerns are unique and cannot be addressed.</li> <li>Empowerment – the act of working with others provides a level of social empowerment for participants helping to lessen the psychological barriers to cycling.</li> <li>Incentives – the provision of information and free classes reduce the cost of participating in cycling.</li> </ul>                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Familiarity – raising awareness and knowledge of the problem among motorists and how to address it.</li> <li>Derivatives – highlight / raise awareness of the increased penalty for car dooring.</li> <li>Social proof – businesses displaying their commitment to the program and the use of normative messages can increase the perception that car dooring is unacceptable and a marginal social practice.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Reciprocity – the provision of gifts (e.g. doormats and a map) often motivates people to respond in kind.</li> <li>Deliberation – the workshop events will enable people to discuss and explore the issues that prohibit walking reduces many of the barriers and fears associated with participation.</li> <li>Autonomy – the provision of maps together with associated infrastructure and wayfinding, creates the conditions that enable people to plan and make their journey of their own choosing.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Social proof – as more and more children walk and cycle to school parents perception of the risks involved will fall.</li> <li>Empowerment – the act of walking and cycling with family, family and/or peers can create a sense of fun and enjoyment among children that encourages continued participation.</li> <li>Incentives – the provision of information on the benefits of walking and cycling, together with updates on the measurements in facilities can incentivise parents to allow their children to participate.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                       |

#### 4.4 Policy and Regulatory Actions

##### 4.4.1 Introduction

The following section presents actions that support walking and cycling through Council policies and regulations (e.g. road rules).

##### 4.4.2 Land-use planning

The spatial form and development of the Shire's towns has a significant bearing on the viability and attractiveness of active transport. Without due consideration of walking and cycling in land-use planning, neither will become realistic options for the community.

##### Proposed actions

- (PR-1) Require all new developments to provide for the needs of pedestrians and cyclists; ensure new housing developments (regardless of size) to be connected to existing land-uses by appropriate pedestrian and cycling facilities.
- (PR-2) Require all road schemes to give due consideration to the needs and impact on pedestrians and cyclists.
- (PR-3) Apply the Australian Urban Design Protocol – Designing for People, for all street scheme projects (refer to section 3.6).

##### 4.4.3 Enforcement of road rules

Although Colac and, to a lesser extent, Apollo Bay have a relatively high provision of bicycle lanes, Melbourne revealed that many were being used for car parking, including those designated as 'bicycle only'. Furthermore, for walking and cycling to be considered safe, viable and attractive to the community, people must have confidence that the town rules designed to govern motorised traffic and support vulnerable road users will be well enforced.

##### Proposed actions

- (PR-4) Explore with the police how road rules to govern motorists could be more regularly enforced, combining awareness raising activities to educate motorists on the use of bicycle lanes and then undertake regular blitz of non-compliance.

##### 4.4.4 Speed limits

Many towns across the Shire have main streets with speed limits of 60 km/h. A pedestrian hit by a car travelling at 60 km/h has a 39% chance of survival. At 50 km/h the chance of survival doubles to 69%. At 40 km/h the chance of survival increases to 85%. At 30 km/h the chance of survival is 96%. Based on the current speed limits across rural towns in the Shire, people walking or cycling will most likely be killed if they are struck by a car.

##### Proposed actions

- (PR-5) Advocate for the reduction of 60 km/h speed limits to 50 km/h for main streets in all small towns and a blanket 40 km/h speed limit for residential streets and around schools.
- (PR-6) Advocate for the reduction of 60 km/h and 50 km/h speed limits to 40 km/h for main streets in Colac and Apollo Bay and 40 km/h speed limit for residential streets and around schools and other early education institutions.



#### 4.5 Promotional Actions

##### 4.5.1 Introduction

Promotional actions are actions that relate to the marketing of active transport, both as independent activities and as part of existing local events.

##### 4.5.2 Integrate active transport with local events

Active transport should be promoted as part of all local events, such as the Birmingham Sunday Market, Coop Kana Festival, The Gallipoli Four Blues and Blackberry Festival, Australian Day events etc.

##### Proposed actions

- (P-1) Promote cycling as a form of travel for all events in marketing collateral and on Council's website.
- (P-2) Provide water parking for cyclists at all major events – this service can be outsourced to specialised providers.

##### 4.5.3 Promote active transport as a normal everyday activity

Normalising walking and cycling as an everyday activity will make it attractive to the wider community.

##### Proposed actions

- (P-3) Imagery should focus on families, women, youth, the elderly, people in normal clothes (avoiding Lycra and any sports type images of cycling), should feature sit-up canyos and stand-by/cover assisted bicycles.

##### 4.5.4 Use storytelling to spread the word about successful change

One of the most effective ways to encourage more people to adopt a new behaviour is through social influence or social proof. People are more willing to trust and act on the experience of family, friends and peers than experts or officials.

##### Proposed actions

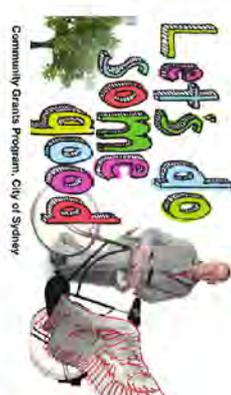
- (P-4) Collect stories from people in the community from a cross section of the community including age, gender, ethnicity, profession etc.) about their personal journey from overcoming fears about walking and cycling to the benefits they now enjoy from participation. Publish these stories as a series in Council and local media and on the Council website. At the end of the year create a book of stories and invite the public to nominate their favourite story – award this person with a prize presented to them by the Mayor at the Coac Kana Festival.

##### 4.5.5 Support community ideas and innovations

Many innovative ideas to promote and enable cycling already exist within the community. Often the barrier to realising these ideas is 'knowing and the know-how' to develop them. In order to tap into this rich source of ideas and innovation the following actions are proposed.

##### Proposed actions

- (P-5) Run an annual workshop for local residents or groups to provide training on the development of existing ideas that promote and/or enable a normalised cycling culture.
- (P-6) Provide small grant funding grants for well-developed and planned ideas and initiatives. Provide advice and support for the implementation of ideas. Promote the activities in local and Council media.



Water Bicycle Parking for Major Events

## 4.6 Leadership Actions

### 4.6.1 Introduction

As the key promoter and supporter of active transport, the community will look to the Shire Council and its Councilors for leadership. The stronger the commitment, action and support provided from Council the greater confidence the community will have in adopting walking and cycling.

### 4.6.2 Supporting sustainable travel

Walking and cycling should be promoted and supported within the Cobac Oliver Shire Council as part of a broader sustainable travel policy.

#### Proposed actions

- **(L-1)** Develop a Sustainable Travel Plan for council covering walking, cycling and public transport. This plan will examine the existing travel patterns and behaviour of staff and develop a range of initiatives to enable and motivate sustainable travel. If possible, this plan should be integrated with health promotion. The plan should incorporate the remaining sections in this section.

### 4.6.3 Promote active transport among staff

Investments in new facilities, equipment and programs must be complemented with promotional activities, both to raise awareness among staff and to motivate interest and participation.

#### Proposed actions

- **(L-2)** Integrate the provision of new facilities, gear and equipment during an annual Sustainable Transport Week.
- **(L-3)** Develop a promotional pack to be included with the contract paperwork of new staff.
- **(L-4)** Integrate an introduction to walking and cycling at work as part of staff induction.
- **(L-5)** Regularly provide new facilities and activities through existing internal communications mediums – internal newsletters and notifications.



New Bicycles

### 4.6.4 End-of-trip cycling facilities

The provision of appropriate end-of-trip facilities is an essential enabler for cycling to work.

#### Proposed actions

- **(L-6)** Undertake an audit of all Council workplaces to determine the current level of provision of end-of-trip facilities; determine needs and opportunities for upgrades; create an implementation action plan endorsed by Council – aim to achieve the Green Star Tra-3 Cyclist Facilities credit level of provision as a working example for developer and other interested parties. Facilities should cover parking (short and long stay), changing and shower rooms, storage space for gear, and ideally a towel service (can be outsourced to a service provider).
- **(L-7)** Promote the completion of new facilities and invite local businesses and adjoining municipalities for a tour and discussion with facilities managers and users. Aim to become a case study of best practice.

### 4.6.5 Bicycle skills training for staff

As a complementary action for the provision of end-of-trip facilities and a bicycle rack, enhancing the self-efficacy of staff will both enable and motivate greater level of participation in cycling.

#### Proposed actions

- **(L-8)** Run bicycle skills and maintenance training classes for staff on a quarterly basis throughout the year.

### 4.5.6 Support business trips

Providing gear and equipment for staff to use for business journeys is a simple and effective measure to make walking and cycling viable and easy options.

#### Proposed actions

- **(L-9)** Maintain a bicycle pool (including cargo bicycles and power-assisted bicycles) for short local business trips.
- **(L-10)** Provide staff with access to walking and cycling gear including helmets, panniers, wet gear and reflective clothing (if demand exists).
- **(L-11)** Provide appropriate maintenance and repair equipment on-site at workplaces, and develop a maintenance program for the bicycle pool.
- **(L-12)** Develop and make available maps of safe and convenient routes between regular destinations for staff – hand up a handbook of routes which can be accessed by staff.
- **(L-13)** Run an annual workshop with staff who walk and cycle to gather feedback on issues and plan to address these barriers – many will also be internal issues for the wider community.



## 5. Delivering the Strategy

### 5.1 Introduction

The following chapter presents a framework for delivering the Strategy over the proposed 10-year timeframe. The key aspects of the framework include:

- Management
- Maintenance
- Funding
- Action Implementation Plan

### 5.2 Management

The delivery of the Strategy will require the coordination of different teams within the Cedar City Street Council and collaboration with a range of key stake holders.

#### Proposed actions

- **(D-1)** Form a Steering Committee comprising a cross section of officers with responsibility for delivering actions in the Strategy, representatives from local advocacy groups, representatives from relevant agencies. The committee should meet at a minimum quarterly to review the progress of the delivery of the Strategy. The committee could be chaired by a Councillor, who would also be the principal (but not sole) supporter of the Strategy.
- **(D-2)** Appoint an officer to lead the delivery of the Strategy on a day-to-day basis, to act as the main point of contact for all internal and external queries, to monitor and maintain the impact of the actions delivered, and to report quarterly to the Steering Committee.
- **(D-3)** Liaise closely with other regional Councils to identify bicycle infrastructure designs that can be adopted.
- **(D-4)** Explore the development of a 'Place-based' approach to providing for walking and cycling, where infrastructure and associated facilities are considered in the wider context of the public realm (e.g. the street).
- **(D-5)** Explore how community engagement can be undertaken across project teams as opposed to within one area of Council to ensure outcomes are more closely aligned to community needs.

### 5.3 Maintenance

The systematic monitoring and maintenance of the condition of infrastructure and associated facilities will be an important factor in creating and maintaining safe and attractive environments for walking and cycling.

#### Proposed actions

- **(D-6)** Provide an online form to enable members of the public to report maintenance issues – the form could support the provision of GIS references.
- **(D-7)** Commission independent audits of facilities every three years - continually update the maintenance program in liaison with the relevant officers.
- **(D-8)** Ensure that existing facilities are reinstated after the completion of road works.

- **(D-9)** Ensure that all road works take account of the needs of cyclists and adequately cater for their continued safe movement where works are taking place, including their not limited to the provision of temporary bicycle lanes adjacent to the road works using temporary barriers.
- **(D-10)** Develop a program clearing and vegetation pruning for on-road and off-road bicycle facilities.
- **(D-11)** Undertake periodic inspections of bicycle parking facilities to help maintain their attractiveness and functionality, and to remove abandoned bicycles and other obstructions.

### 5.4 Funding

A number of options exist to source funding for the proposed actions through a range of grants and funding programs at Federal and State level – see table X.

#### Proposed actions

- **(D-11)** Develop business cases for bicycle routes and associated facilities on Victorian principal bicycle network.
- **(D-12)** Maximise opportunities to implement new bicycle facilities when other road construction projects are being delivered to reduce costs and increase the reach of each annual budget.

### 5.5 Action implementation plan

The action implementation plan presents the full range of actions proposed in the Strategy, against:

- A High, Medium or Low priority (as determined by the Weighted Criteria Scoring System) – see Appendix A for scores;
- Over a 10-year timeframe;
- The nominated Lead Agency and Partners; and
- With an indicative cost, based on audited costs plus a percentage mark-up to cover planning, design and delivery. The costs assigned to each action has been based where possible on supplier rates, with an additional mark-up to cover the costs associated with planning, design and delivery. Supplementary costs for planning & design and contingency are applied to all actions. Supplementary costs for construction are estimated on a High, Medium or Low basis for each action. This approach has been taken to provide more realistic costs for the delivery of the Strategy and enable more practical planning and therefore, more effective delivery.

Table 6: Funding Sources

| FUNDING SOURCE                      | DETAILS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | FUNDING VALUE (AUD)                                                                                                                                                                                                                            |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>DoT</b>                          | Building New Communities Fund – as noted in the Victorian Bicycle Strategy (Cycling into the Future 2015-2020)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Undeclared                                                                                                                                                                                                                                     |
| <b>VictRoads</b>                    | Principal Bicycle Network Funding<br>VictRoads will provide between 50-100% funding towards projects on the PSN.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | \$10 million per year (total) – as of Jan 2017 the funding is \$11M                                                                                                                                                                            |
| <b>DPCC</b>                         | <b>Putting Locals First Program</b><br>The Funding Locals First Program aims to build resilient and equitable communities with:<br><ul style="list-style-type: none"> <li>• Improved community infrastructure, facilities and services</li> <li>• Improved community connections</li> <li>• Communities taking action on their own behalf</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Improved local infrastructure grants up to \$50,000</li> <li>• Local community initiatives – grants up to \$10,000</li> <li>• Local strategic and project planning – grants up to \$10,000</li> </ul> |
|                                     | <b>Community Facility Funding Program</b><br>The Community Facility Funding Program helps provide high quality, accessible community sport and recreation facilities across Victoria by encouraging:<br><ul style="list-style-type: none"> <li>• Increased sport and recreation participation</li> <li>• Increased access to sport and recreation opportunities</li> <li>• Better planning of sport and recreation facilities</li> <li>• Improved sport and recreation facilities</li> <li>• Environmentally sustainable facilities</li> <li>• Unusually designed facilities</li> </ul>                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• Major facilities up to \$850,000</li> <li>• Major facilities up to \$100,000</li> </ul>                                                                                                               |
|                                     | <b>Community Works Program</b><br>Community Works Program (CWP) aims to deliver quality public realm and open space networks that are vibrant, connected and enhance community pride in their local neighbourhood.<br><ul style="list-style-type: none"> <li>• easily attractive, accessible, stimulating and pedestrian friendly spaces that encourage social interaction, informal recreation, walkability and safety</li> <li>• enhance the linkages between private and public spaces.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                            | Up to \$250,000                                                                                                                                                                                                                                |
| <b>Sustainability Victoria (SV)</b> | <b>The Sustainability Fund / Neighbourhood Renewal</b><br>Neighbourhood Renewal is a Victorian Government program working in partnership with communities in areas with concentrations of public housing.<br><ul style="list-style-type: none"> <li>• Development contributions are payments or in-kind works, facilities or services provided by developers towards the supply of infrastructure required to meet the future needs of a particular community or neighbourhood (long-term).</li> <li>• All new developments of medium high density residential, retail, commercial and other workplaces should provide appropriate and in-situ facilities for cyclists – including parking, shower, changing and possibly towel services.</li> <li>• In addition, Council can seek contributions from developers towards the cost of bicycle infrastructure in proximity to the proposed development.</li> </ul> | Undeclared                                                                                                                                                                                                                                     |
| <b>Developer Contributions</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Currently under review (Jan 2017)                                                                                                                                                                                                              |

Table 7: Action Implementation plan

| NO.                            | REF. | LOCATION             | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                     | PRIORITY | YEAR |   |   |   |   |   |   |   |   |    | LEAD AGENCY | PARTNERS | INDICATIVE COST            |                         |           |
|--------------------------------|------|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------|---|---|---|---|---|---|---|---|----|-------------|----------|----------------------------|-------------------------|-----------|
|                                |      |                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |          | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |             |          |                            |                         |           |
| <b>INFRASTRUCTURAL ACTIONS</b> |      |                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |          |      |   |   |   |   |   |   |   |   |    |             |          |                            |                         |           |
| 1                              | I-1  | Shine Wide           | Provide appropriate short-stay bicycle parking racks in shopping strips – base with local businesses to identify appropriate locations and to minimize impact on the operation of the street (particularly to avoid creating clutter that creates a barrier for people with visual and physical impairments).                                                                                                                                                   | High     |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | N/A                     | N/A       |
| 2                              | I-2  | Shine Wide           | Develop a business case for installing long-stay bicycle parking facilities at all main stations, working closely with VicTrack to determine appropriate locations. Work with local lease and resource facilities to develop short and long term plans to address immediate and future bicycle parking needs.                                                                                                                                                   | Medium   |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | VicTrack                | N/A       |
| 3                              | I-3  | Shine Wide           | Work with local primary and secondary schools (through the Pk12 School program) facilities to develop short and long term plans to address immediate and future bicycle parking needs – also refer to 'School Travel Program' in section 4.3.3.                                                                                                                                                                                                                 | Medium   |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | Leisure Facilities      | N/A       |
| 4                              | I-4  | Shine Wide           | Run a design competition to create artistic bicycle parking racks that represent the local culture (indigenous and/or modern).                                                                                                                                                                                                                                                                                                                                  | Medium   |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | Department of Transport | N/A       |
| 5                              | I-5  | Apollo Bay and Colac | Run an ECI for the provision of Parklets on the main streets of Apollo Bay and Colac. Parklets are a low cost way to soften the feel of a street and provide additional space for people to sit, eat and enjoy the street environment. They increase the allocator of space for people and can be provided in proximity to cafes and restaurants to support local businesses. Furthermore, they provide additional bicycle parking in locations of high demand. | Low      |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | Chamber of Commerce     | N/A       |
| 6                              | I-6  | Apollo Bay and Colac | Develop an integrated walking and cycling wayfinding strategy for Colac and Apollo Bay (see also: Walking Promotion Program Inspection 4.3.3), to include destination, directional and informational signage.                                                                                                                                                                                                                                                   | High     |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | N/A                     | N/A       |
| 7                              | I-7  | Apollo Bay and Colac | Develop a trails wayfinding Strategy to incorporate mountain bike trails.                                                                                                                                                                                                                                                                                                                                                                                       | Medium   |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | DFCD                    | N/A       |
| 8                              | I-8  | Shine Wide           | Underwrite a feasibility study for the development of the Tiger Rail Trail.                                                                                                                                                                                                                                                                                                                                                                                     | Medium   |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | DFCD                    | N/A       |
| 9                              | I-9  | Shine Wide           | Develop a parklet footprint study for the development of the Tiger Rail Trail.                                                                                                                                                                                                                                                                                                                                                                                  | Medium   |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | DFCD                    | N/A       |
| 10                             | I-10 | Apollo Bay           | Sealed footpath (both sides) - Moor Street, Carwington St to Verdigris St                                                                                                                                                                                                                                                                                                                                                                                       | Medium   |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | N/A                     | \$71,200  |
| 11                             | I-11 | Apollo Bay           | Sealed footpath (both sides) - Almersea Ave to Madras St to Pascoe St                                                                                                                                                                                                                                                                                                                                                                                           | Low      |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | N/A                     | \$32,650  |
| 12                             | I-12 | Apollo Bay           | Sealed footpath (both sides) - Martin St, McIndrieh St to Pascoe St                                                                                                                                                                                                                                                                                                                                                                                             | Low      |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | N/A                     | \$26,400  |
| 13                             | I-13 | Apollo Bay           | Sealed footpath (both sides) - Thompson St, Jack Pk to Great Ocean Rd                                                                                                                                                                                                                                                                                                                                                                                           | Medium   |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | N/A                     | \$81,050  |
| 14                             | I-14 | Apollo Bay           | Sealed footpath (both sides) - Murray St (full length)                                                                                                                                                                                                                                                                                                                                                                                                          | Low      |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | N/A                     | \$59,620  |
| 15                             | I-15 | Apollo Bay           | Sealed footpath (both sides) - Pascoe St, Worsley St to Murray St                                                                                                                                                                                                                                                                                                                                                                                               | Low      |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | N/A                     | \$42,900  |
| 16                             | I-16 | Apollo Bay           | Sealed footpath (both sides) - Great Ocean Rd, Chakord St to Joyce St                                                                                                                                                                                                                                                                                                                                                                                           | Medium   |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | N/A                     | \$37,730  |
| 17                             | I-17 | Apollo Bay           | Improvement upgrades with pedestrian priority (cross crossings on all arms) - Pascoe St and Worsley St, Great Ocean Rd and Nelson St (K2)                                                                                                                                                                                                                                                                                                                       | High     |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | N/A                     | \$176,000 |
| 18                             | I-18 | Apollo Bay           | Side street pedestrian priority with zebra crossings (K1) - Great Ocean Road: Chakord St to Moore St                                                                                                                                                                                                                                                                                                                                                            | Low      |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | N/A                     | \$116,500 |
| 19                             | I-19 | Apollo Bay           | Mid-block crossings (K3) - Great Ocean Rd, Hardy St to Moore St                                                                                                                                                                                                                                                                                                                                                                                                 | Medium   |      |   |   |   |   |   |   |   |   |    |             |          | Collec Orway Shire Council | N/A                     | \$48,000  |





| NO. | REF. | LOCATION                      | DESCRIPTION                                                                                                                                                                           | PRIORITY | YEAR |   |   |   |   |   |   |   |   |    | LEAD AGENCY | PARTNERS | INDICATIVE COST            |  |                           |
|-----|------|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------|---|---|---|---|---|---|---|---|----|-------------|----------|----------------------------|--|---------------------------|
|     |      |                               |                                                                                                                                                                                       |          | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |             |          |                            |  |                           |
| 66  | I-66 | Lavers Hill                   | Pedestrian crossing facility, Great Ocean Rd at College Drive                                                                                                                         | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | \$25,300                  |
| 67  | I-67 | Lavers Hill                   | Explore extension of Old Beechey Rail Trail along cleared rail line                                                                                                                   | Low      |      |   |   |   |   |   |   |   |   |    |             |          |                            |  | N/A                       |
| 68  | I-68 | Lavers Hill                   | Explore alternative schemes for Great Ocean Rd; Challenge Dr to Lavers Hill-Cobden Rd to include enhanced pedestrian access, exclusive bicycle lanes, landscaping and street lighting | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | N/A                       |
| 69  | I-69 | Blaine                        | Upgrade intersection for enhanced pedestrian access, Main St and Mangwaha Rd                                                                                                          | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | \$88,000                  |
| 70  | I-70 | Blaine                        | Pedestrian crossing facility, Main St to reserve                                                                                                                                      | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | \$25,300                  |
| 71  | I-71 | Coprocopia                    | Seal Footprints Factory Rd - 150m along Factory Rd from Coprocopia Lake Rd                                                                                                            | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | \$9,250                   |
| 72  | I-72 | Coprocopia                    | Seal Footprints Coprocopia Lake Rd - for 50 m heading north                                                                                                                           | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | \$2,750                   |
| 73  | I-73 | Coprocopia                    | Explore future scheme to provide pedestrian connection with Coatic                                                                                                                    | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | N/A                       |
| 74  | I-74 | Forrest                       | Seal Footprints Henry St - Grant St to Gibson St                                                                                                                                      | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | \$5,750                   |
| 75  | I-75 | Forrest                       | Seal Footprints Station St - Henry St to Bundy St                                                                                                                                     | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | \$22,605                  |
| 76  | I-76 | Forrest                       | Seal Footprints Bundy St - Station St to Grant St                                                                                                                                     | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | \$11,220                  |
| 77  | I-77 | Forrest                       | Seal Footprints Grant St - Bundy St to Henry St                                                                                                                                       | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | \$22,005                  |
| 78  | I-78 | Forrest                       | Pedestrian crossing facility, Grant St - at Henry St, between Henry St and Bundy St; at Bundy St / Turner Drive                                                                       | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | \$25,300                  |
| 79  | I-79 | Galliard                      | Pedestrian crossing facility, Coatic Lavers Hill Rd - at reserve                                                                                                                      | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | \$25,300                  |
| 80  | I-80 | Galliard                      | Pedestrian crossing facility, Coatic Lavers Hill Rd - at Boulder Pl, entrance (also a connection to Old Beechey Rail Trail)                                                           | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | \$25,300                  |
| 81  | I-81 | Maveriga                      | Shared boardwalk upgrade: full length into Apollo Bay                                                                                                                                 | High     | ●    | ● |   |   |   |   |   |   |   |    |             |          | Coastal Omeo Shire Council |  | Information not available |
| 82  | I-82 | Kennett River                 | Pedestrian crossing facility, Great Ocean Rd - connection to reserve                                                                                                                  | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | \$25,300                  |
| 83  | I-83 | Wynd River & Separation Creek | Upgrading of Pecky's Path (connection between Wynd River & Separation Creek)                                                                                                          | Low      |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | Information not available |
| 84  | I-84 | Wynd River & Separation Creek | Constructing a gravel walking track from the end of Dunoon Rd to Pecky's Path                                                                                                         | Low      |      |   |   |   |   |   |   |   |   |    |             |          | Coastal Omeo Shire Council |  | \$3,080                   |
| 85  | I-85 | Wynd River & Separation Creek | Constructing a bridge over a small gully at the intersection of The Boulevard and Koonna St into Hamilton Park                                                                        | Low      |      |   |   |   |   |   |   |   |   |    |             |          | Coastal Omeo Shire Council |  | Information not available |
| 86  | I-86 | Wynd River & Separation Creek | Pedestrian crossing facility, Great Ocean Rd - connection to reserve                                                                                                                  | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | \$25,300                  |
| 87  | I-87 | Dressy                        | Seal Footprints Lorne St, Duvernay St to Yarrina Rd                                                                                                                                   | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | \$74,580                  |
| 88  | I-88 | Dressy                        | Seal Footprints, Tennant St, Lorne St to reserve                                                                                                                                      | Medium   |      |   | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Coastal Omeo Shire Council |  | \$12,205                  |



| NO.                       | REF. | LOCATION   | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | PRIORITY | YEAR |   |   |   |   |   |   |   |   |    | LEAD AGENCY | PARTNERS | INDICATIVE COST           |      |               |
|---------------------------|------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------|---|---|---|---|---|---|---|---|----|-------------|----------|---------------------------|------|---------------|
|                           |      |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |          | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |             |          |                           |      |               |
| <b>LEADERSHIP ACTIONS</b> |      |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |          |      |   |   |   |   |   |   |   |   |    |             |          |                           |      |               |
| 106                       | L-1  | Shire Wide | Develop a Sustainable Travel Plan for council covering walking, cycling and public transport. This plan will assess the existing travel patterns and behaviour of staff and develop a range of initiatives to reduce and promote sustainable travel. If possible, the plan should incorporate the following promotion. The plan should incorporate the following actions in its action plan. Integrate the promotion of new facilities, gear and equipment during an annual Sustainable Transport Week.                                                           | High     | ●    | ● |   |   |   |   |   |   |   |    |             |          | Coast Otago Shire Council |      | \$30,000 p.a. |
| 107                       | L-2  | Shire Wide | Develop a promotional pack to be included with the contract paperwork of new staff.                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Medium   | ●    | ● |   |   |   |   |   |   |   |    |             |          | Coast Otago Shire Council |      | N/A           |
| 108                       | L-3  | Shire Wide | Integrate an introduction to walking and cycling at work as part of staff induction.                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Medium   | ●    | ● |   |   |   |   |   |   |   |    |             |          | Coast Otago Shire Council |      | N/A           |
| 109                       | L-4  | Shire Wide | Regularly promote new facilities and activities through existing internal communications mediums – intranet, newsletters and noticeboards.                                                                                                                                                                                                                                                                                                                                                                                                                        | Medium   | ●    | ● |   |   |   |   |   |   |   |    |             |          | Coast Otago Shire Council |      | N/A           |
| 110                       | L-5  | Shire Wide | Undertake an audit of all Council workplaces to determine the current level of provision of end of trip facilities, determine needs and opportunities for upgrades; create an implementation action plan endorsed by Council – aim to achieve the Green Star Tra 3 Cyclist Facility credit level of provision as a working example for developer and other interested parties. Facilities should cover parking (short and long-stay), changing and shower rooms, storage space for gear, and ideally a level sanitiser (can be outsourced to a service provider). | High     | ●    | ● | ● |   |   |   |   |   |   |    |             |          | Coast Otago Shire Council | GRCA | N/A           |
| 112                       | L-7  | Shire Wide | Promote the completion of new facilities and invite local businesses and adjoining municipalities for a tour and discussion with facilities managers and users. Aim to become a case study of best practice.                                                                                                                                                                                                                                                                                                                                                      | Low      | ●    | ● |   |   |   |   |   |   |   |    |             |          | Coast Otago Shire Council |      | N/A           |
| 113                       | L-8  | Shire Wide | Run bicycle skills and maintenance training classes for staff on a quarterly basis throughout the year.                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Medium   | ●    | ● |   |   |   |   |   |   |   |    |             |          | Coast Otago Shire Council |      | \$5,000 p.a.  |
| 114                       | L-9  | Shire Wide | Maintain a bicycle pool (including cargo bicycles and power-assisted bicycles) for short local business trips.                                                                                                                                                                                                                                                                                                                                                                                                                                                    | High     | ●    | ● |   |   |   |   |   |   |   |    |             |          | Coast Otago Shire Council |      | \$3,000 p.a.  |
| 115                       | L-10 | Shire Wide | Provide staff with access to walking and cycling gear including harness, panniers, vest gear and reflective clothing (if demand exists).                                                                                                                                                                                                                                                                                                                                                                                                                          | Medium   | ●    | ● |   |   |   |   |   |   |   |    |             |          | Coast Otago Shire Council |      | \$1,500 p.a.  |
| 116                       | L-11 | Shire Wide | Provide appropriate maintenance and repair equipment on site at workplaces and develop a maintenance program for the bicycle pool.                                                                                                                                                                                                                                                                                                                                                                                                                                | Medium   | ●    | ● |   |   |   |   |   |   |   |    |             |          | Coast Otago Shire Council |      | \$500 p.a.    |
| 117                       | L-12 | Shire Wide | Develop and reuse available maps of sites and convenient routes down to regular destinations for staff – build up a database of routes which can be accessed by staff.                                                                                                                                                                                                                                                                                                                                                                                            | Low      | ●    | ● |   |   |   |   |   |   |   |    |             |          | Coast Otago Shire Council |      | N/A           |
| 118                       | L-13 | Shire Wide | Run an annual workshop with staff who walk and cycle to gather feedback on issues and plan to address these barriers – many will also be important issues for the wider community.                                                                                                                                                                                                                                                                                                                                                                                | Low      | ●    | ● |   |   |   |   |   |   |   |    |             |          | Coast Otago Shire Council |      | N/A           |

| NO.                     | REF. | LOCATION   | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                       | PRIORITY | YEAR |   |   |   |   |   |   |   |   |    | LEAD AGENCY | PARTNERS | INDICATIVE COST            |          |                        |
|-------------------------|------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------|---|---|---|---|---|---|---|---|----|-------------|----------|----------------------------|----------|------------------------|
|                         |      |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |          | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |             |          |                            |          |                        |
| <b>DELIVERY ACTIONS</b> |      |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |          |      |   |   |   |   |   |   |   |   |    |             |          |                            |          |                        |
| 119                     | D-1  | N/A        | Form a Steering Committee comprising a cross section of officers with responsibility for delivery across the Strategy, responsibilities from local authority officers, representatives from relevant agencies. The committee should meet at a minimum quarterly to review the progress of the delivery of the Strategy. The committee could be chaired by a Councillor, who would also be the principal (but not sole) supporter of the Strategy. | High     | ●    |   |   |   |   |   |   |   |   |    |             |          | Catic Orkney Shire Council | Various  | N/A                    |
| 120                     | D-2  | N/A        | Appoint an officer to lead the delivery of the Strategy on a day-to-day basis, to act as the main point of contact for all internal and external queries; to monitor and evaluate the impact of the actions delivered; and to report quarterly to the steering committee.                                                                                                                                                                         | High     | ●    |   |   |   |   |   |   |   |   |    |             |          | Catic Orkney Shire Council |          | N/A                    |
| 121                     | D-3  | N/A        | Listen closely with other regional Councils to identify bicycle infrastructure changes that can be adopted.                                                                                                                                                                                                                                                                                                                                       | Medium   | ●    | ● | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Catic Orkney Shire Council |          | N/A                    |
| 122                     | D-4  | N/A        | Explore the development of a 'Flexibased' approach to providing for walking and cycling, where permitted use and associated facilities are considered in the wider context of the public realm (e.g. the street).                                                                                                                                                                                                                                 | Medium   | ●    | ● |   |   |   |   |   |   |   |    |             |          | Catic Orkney Shire Council |          | N/A                    |
| 123                     | D-5  | N/A        | Explore how community engagement can be undertaken across project teams as opposed to within one area of Council to ensure outcomes are more closely aligned to community needs.                                                                                                                                                                                                                                                                  | Medium   | ●    | ● |   |   |   |   |   |   |   |    |             |          | Catic Orkney Shire Council |          | N/A                    |
| 124                     | D-6  | N/A        | Provide an online form to enable members of the public to report maintenance issues – this form could support the provision of GIS resources.                                                                                                                                                                                                                                                                                                     | Medium   | ●    | ● |   |   |   |   |   |   |   |    |             |          | Catic Orkney Shire Council |          | N/A                    |
| 125                     | D-7  | Shire Wide | Commission independent audits of facilities every three years - eventually updating the maintenance program in liaison with the relevant offices.                                                                                                                                                                                                                                                                                                 | High     | ●    |   |   |   |   |   |   |   |   |    |             |          | Catic Orkney Shire Council |          | \$50,000 every 3 years |
| 126                     | D-8  | Shire Wide | Ensure that existing facilities are re-evaluated after the completion of road works.                                                                                                                                                                                                                                                                                                                                                              | High     | ●    | ● | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Catic Orkney Shire Council | Verpoats | N/A                    |
| 127                     | D-9  | Shire Wide | Ensure that all road works take account of the needs of cyclists and adequately cater for their continued safe movement where works are taking place, including (but not limited to) the provision of temporary bicycle lanes adjacent to the road works using temporary barriers.                                                                                                                                                                | High     | ●    | ● | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Catic Orkney Shire Council | Verpoats | N/A                    |
| 128                     | D-10 | Shire Wide | Develop a program of cleaning and vegetation pruning for on-road and off-road bicycle facilities.                                                                                                                                                                                                                                                                                                                                                 | Medium   | ●    | ● | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Catic Orkney Shire Council |          | N/A                    |
| 129                     | D-11 | Shire Wide | Undertake periodic inspections of bicycle parking facilities to (a) maintain high standards and functionality, and (b) remove abandoned bicycles and other obstructions.                                                                                                                                                                                                                                                                          | Medium   | ●    | ● | ● | ● | ● | ● | ● | ● | ● | ●  | ●           | ●        | Catic Orkney Shire Council |          | N/A                    |
| 130                     | D-12 | Shire Wide | Develop business cases for bicycle routes and associated facilities on Verpoats pinchable bicycle network.                                                                                                                                                                                                                                                                                                                                        | High     | ●    |   |   |   |   |   |   |   |   |    |             |          | Catic Orkney Shire Council | Verpoats | N/A                    |
| 131                     | D-13 | Shire Wide | Maximise opportunities to implement new bicycle facilities when other road construction projects are being delivered to reduce costs and increase the ratio of each annual budget.                                                                                                                                                                                                                                                                | Medium   | ●    |   |   |   |   |   |   |   |   |    |             |          | Catic Orkney Shire Council | Verpoats | N/A                    |



## 6. Monitoring and Evaluating the Strategy

### 6.1 Introduction

This chapter presents a framework for the continuous and consistent monitoring, evaluation and reporting of the measures proposed in the Strategy.

The Strategy should be monitored and evaluated at both a Program-level and project-level. The program-level is the overarching outcome associated with increasing participation in walking and cycling. The project-level outcomes are established with specific actions in the Strategy.

### 6.2 Goals

Three overarching goals are proposed, under which sit a range of specific actions:

#### (1) Healthy People

The Strategy aims to support the health and well-being of the Shire's residents by enabling and promoting physical activity through walking and cycling for transport and recreation.

#### (2) Healthy Communities

The Strategy aims to support the health and sustainability of local communities through the provision of enhanced walking and cycling infrastructure, which will encourage more people onto the street supporting social interaction while reducing reliance on car based travel for local trips.

#### (3) Healthy Economy

The Strategy aims to contribute to the health and sustainability of the local economy by supporting local cycling tourism and local businesses.

### 6.3 Targets and indicators

#### 6.3.1 Targets

Targets are the metrics for quantifying the outcomes of the Strategy.

- **Target 1:** Increase participation in cycling to 30% for the proportion of the population who have ridden a bicycle at least once in the last 7 days<sup>1</sup>.
- **Target 2:** Increase participation in walking to 40% of the proportion of the population who have walked at least once in the last 7 days<sup>2</sup>.
- **Target 3:** Zero fatal and serious pedestrian and cyclist injuries by 2023<sup>3</sup>.
- **Target 4:** 95% confidence levels that it is safe to walk and cycle<sup>4</sup>.

#### 6.3.2 Indicators

Indicators are measurable or tangible signs that something has been done or that something has been achieved.

- Seven different types of indicator are proposed:
- **Infrastructure:** Relates to the delivery of walking and cycling facilities, including on-road and off-road bikeways, parking, other end-of-trip facilities, and wayfinding and signage.
- **Participation:** Relates to changes in the proportion of those by walking and cycling and by weight (kg, gender and age groups). They also cover participation in Strategy programs (behavioural and promotional).
- **Safety:** Relate to changes in the reporting and severity of pedestrian and cyclist-related crashes. Also covers the perception of safety.
- **Accessibility:** Relates to changes in the level of access to key destinations.
- **Attitudinal:** Relates to the perception of the walking and cycling experience.
- **Financial:** Relates to the level of investment in walking and cycling and contribution to the local economy.
- **Health:** Relates to the impact of walking and cycling on levels of physical activity.

### 6.4 Monitoring

The following section presents data collection methods for monitoring the progress of the Strategy.

#### Super Treador Counts

Super Treador, Elke Counts are undertaken by Bicycle Network in collaboration with municipalities and local volunteers. The project aims to answer two questions:

- How many riders are there?
- Which routes are riders using?

The Colic Quay Street Council should liaise with Bicycle Network Victoria to explore participation in the annual surveys.

#### Automated counters

Automated counters can be placed on bicycle routes to measure the level of usage of that route. It is recommended that council use the approach for undertake annual counts) to measure levels of service on bicycle routes.

#### Facility audits

Annual audits of walking and cycling facilities, combined with feedback from the public and the local advocacy groups, will provide regular updates on condition, utilisation and provision. These methods can be supplemented from information collected from officers with responsibility for asset management and spatial works.

#### Road Safety Audits

Road Safety Audits provide an important assessment of the condition of these facilities. Section 5.3 provides recommendations on the continuing use of these audits to monitor the condition of facilities.

#### Interview surveys

Interview surveys are a useful tool to monitor the impact of newly delivered facilities or to assess a specific issue. The biggest challenge with this method is that people may refuse to participate (especially if they are cycling). The key is to make the interview very succinct, it may also be worthwhile advertising in appropriate media and with the target cohort and offering incentives to participate, such as a square drink or a free cycle map. A single survey would need to be posted to ensure that cyclists who are travelling fast can read the notice in time to decide to stop. Questions will depend on the nature of the survey. The main aim of (interview) surveys then needs to be proportional to the budget for the project, as small projects may merit less investigation as this is a more costly process.

#### Observational surveys

For selected routes or locations (e.g. where a specific behavioural issue is a common issue) observational surveys should be undertaken to collect both quantitative and qualitative data. The surveys should quantify a behaviour(s) and also attempt to contextualise (less observational by examining the impact of the physical environment, and interviewing users of the facility).

#### Census data

The Australian census takes place every 5 years and records information on transport modes and destination for the journey to work. The last Census took place in 2011 and this data provide useful demographic statistics to inform the overall monitoring and evaluation framework.

#### National Participation Survey

This survey is administered by the Australian Bicycle Council and is open to local councils across Australia. Participating councils are provided with information about:

- proportion of residents that ride a bike in a typical week, month and year
- cycling participation by gender
- the purpose of bicycle riding (including a range of transport journeys)
- the number of bicycles in households.

#### Media monitoring

Some basic media monitoring of references to key words such as 'Active Transport Strategy' and the negative or positive sentiments linked to the terms will provide information on the positions taken by opinion leaders in the wider community.

#### Most Significant Change (MSC)

MSC is a form of participatory monitoring and evaluation. It is particularly useful for project stakeholders who are involved both in deciding the sorts of change to be recorded and in analysing the data. It is a form of monitoring because it can occur throughout the program cycle and provides information to help people manage the program. It contributes to evaluation because it provides data on impact and outcomes that can be used to help assess the performance of the program as a whole.

Whilst MSC is a very powerful tool, it is not used as a standardised tool for monitoring and evaluation for accountability purposes. It is best used as a very powerful supplementary tool for accountability based systems. Unlike conventional approaches to monitoring, the MSC approach does not employ quantitative indicators, and, because of this, is sometimes referred to as 'monitoring without indicators'.

MSC is an effective tool for monitoring and evaluating the impact of behavioural programs.

<sup>1</sup> Based on the National Participation Survey for Greater In Regional Victoria.  
<sup>2</sup> Based on ABS Census data for walking participation in Regional Victoria.  
<sup>3</sup> Based on the National and State Road Safety Strategy, Target of 'Zero Fatal'.  
<sup>4</sup> Based on to be confirmed.

## 6.5 Evaluation

It is important to note that evaluation takes place at the end of a project, while monitoring occurs during the delivery of the project. If you do not monitor, you cannot evaluate.

Four levels of evaluation are proposed for the Strategy:

### 6.5.1 (1) Self-evaluation

Self-evaluation is proposed for small / short projects (e.g. promotional activities and some behavioural programs) that are delivered over a short timeframe (e.g. 1 day to 1 week).

### 6.5.2 (2) Participatory evaluation

This is a form of internal evaluation. The intention is to involve as many people with a direct stake in the work as possible. This may mean project staff and dedicated working together on the evaluation. If an outsider is called in, it is to act as a facilitator of the process, not an evaluator. This form of evaluation is recommended where people are unfamiliar in collaboration with other agencies.

### 6.5.3 (3) External evaluation

This form of evaluation is recommended for determining the success towards the program-level outcomes, i.e. the main goals of the Strategy. This evaluation should be undertaken independently.

### 6.5.4 (4) Annual program reflection workshop

One of the key findings of many monitoring and evaluation systems is that the outcomes do not get used to inform decision making. To ensure that learnings from the monitoring and evaluation are reflected on and acted on, a reflection workshop is critical. The key purpose of the workshop is to enable a review of the Strategy's performance and impact, and to identify key findings and learnings to inform ongoing or future work and ways of working. Annual reflection and reporting would be performed by the findings team monitoring and evaluation processes implemented during the financial year. During this annual reflection workshop the extent to which outcomes have been met will be examined (and if not, why not), and the Steering Committee will reflect on the appropriateness of the goals and the logic themselves. This will be done by examining the discrepancies between expectations and achievements, and the discrepancies between expectations and emergent outcomes. A set of key reflection questions may also be used to examine the achievements.

## 6.6 Reporting

There will be requirements to report against the Strategy to a number of different internal and external stakeholders at regular intervals throughout the year. Therefore:

On the basis it is vital to adopt a reporting system that is able to satisfy a number of these obligations simultaneously and most importantly, to support continuous learning and adaptation of projects and programs throughout the life of the Strategy. The following system is recommended as a way of systematically capturing information relevant to a diverse range of stakeholders for each project:

### 6.6.1 Project-level reporting

For each project (infrastructure, facilities, behavioural program and promotional campaign) at the end of project performance story report should be produced. It will comprise a short report of approximately 7-10 pages covering:

- background and context
- quantified and qualified results
- key achievements, key issues, unexpected outcomes and recommendations
- stories
- evidence base

These reports can be summarised as news stories and published on the Cycle Olney Shine Council website and newsletters to communicate progress with the community.

### 6.6.2 Program-level reporting

An evaluation of the Strategy itself should be conducted on an annual basis. In this case it is suggested that the findings of the methods conducted at the Strategy level be combined with data collected at the project level to create a whole of Strategy performance report. The project-level performance reports would be included as an appendix in this report.

This report could be structured against the following headings:

- Executive summary
  - Background to the program
  - Background to the evaluation
  - Key findings
  - Conclusions
  - Recommendations
  - Appendices including project performance summaries
- Recommended reports will need to contain quantitative and qualitative data (stored in an engaging and visually appealing manner. An executive summary version should be developed and issued to all households and businesses.

### 6.6.3 Steering Committee reporting

Quarterly reports should be prepared and issued to the Steering Committee in advance of the quarterly meetings.

These reports will summarise the project-level reports progress on the delivery of the implementation plan, projects to be delivered in the next quarter, and a budgetary review. Project-level reports can be included in the appendix.

### 6.7 Data management

A central database should be created for the systematic storage of data and information relating to the monitoring and evaluation of all projects and the program.

6.8 Summary

Table 8 below presents a summary of the final monitoring and evaluation framework.

Table 8: Monitoring and Evaluation Framework Summary

| NO. | TYPE            | DESCRIPTION                                                                        | RELATED TARGETS | DATA COLLECTION                  |                                |                       |
|-----|-----------------|------------------------------------------------------------------------------------|-----------------|----------------------------------|--------------------------------|-----------------------|
|     |                 |                                                                                    |                 | PRIMARY                          | SECONDARY                      | OTHER                 |
| 1   | Infrastructural | % increase in bicycle routes                                                       | Target 1        | Capital Works<br>Facility Audits | Facility Audits                |                       |
| 2   | Infrastructural | % increase in footpaths                                                            | Target 2        | Capital Works                    | Facility Audits                |                       |
| 3   | Infrastructural | % increase in wayfinding (signs, streetlights and benches)                         | Target 1 & 2    | Capital Works                    | Facility Audits                |                       |
| 4   | Infrastructural | % increase in bicycle parking at green open spaces                                 | Target 1        | Capital Works                    | Facility Audits                |                       |
| 5   | Infrastructural | % increase in bicycle parking on shopping strips                                   | Target 1        | Capital Works                    | Facility Audits                |                       |
| 6   | Infrastructural | % increase in bicycle parking at rail stations                                     | Target 1        | Capital Works                    | Facility Audits                |                       |
| 7   | Infrastructural | % increase in bicycle parking at educational facilities                            | Target 1        | Capital Works                    | Facility Audits                |                       |
| 8   | Infrastructural | % increase in bicycle facilities at intersections                                  | Target 1        | Capital Works                    | Facility Audits                |                       |
| 9   | Infrastructural | % increase in transitions from bicycle lanes to intersections                      | Target 1        | Capital Works                    | Facility Audits                |                       |
| 10  | Infrastructural | % increase in pedestrian crossing facilities                                       | Target 2        | Capital Works                    | Facility Audits                |                       |
| 11  | Participation   | % increase in participation in walking and cycling                                 | Target 1 & 2    | Annual Active Transport Survey   | National Participation Survey  | Super Tasterly Counts |
| 12  | Participation   | % increase in regular walkers and cyclists                                         | Target 1 & 2    | Annual Active Transport Survey   | National Participation Survey  | Super Tasterly Counts |
| 13  | Participation   | % increase in new walkers and cyclists                                             | Target 1 & 2    | Annual Active Transport Survey   | National Participation Survey  | Super Tasterly Counts |
| 14  | Participation   | % increase in female to male ratio of cyclists                                     | Target 1        | Annual Active Transport Survey   | National Participation Survey  | Super Tasterly Counts |
| 15  | Safety          | % decrease in serious and fatal pedestrian and cyclist injury crashes              | Target 3        | Westcoast Crashes                | Police Reports                 | Hospital Records      |
| 16  | Safety          | % decrease in victims not cycling due to traffic safety concerns                   | Target 3        | Westcoast Crashes                | Police Reports                 | Hospital Records      |
| 17  | Accessibility   | % of disabled with direct lines to walking and bicycle routes from all libraries   | Target 1 & 2    | Annual Active Transport Survey   |                                |                       |
| 18  | Accessibility   | % of residents with the skills of a walking and cycling route                      | Target 1 & 2    | Annual Active Transport Survey   |                                |                       |
| 19  | Accessibility   | % increase in residents able to access destinations by walking and cycling routes  | Target 1 & 2    | Annual Active Transport Survey   |                                |                       |
| 20  | Attitudinal     | % of residents who are satisfied with walking and cycling routes                   | Target 4        | Annual Active Transport Survey   |                                |                       |
| 21  | Attitudinal     | % of residents who are satisfied with walking and cycling routes                   | Target 4        | Annual Active Transport Survey   |                                |                       |
| 22  | Attitudinal     | % of residents who are satisfied with the quality of the network                   | Target 4        | Annual Active Transport Survey   |                                |                       |
| 23  | Attitudinal     | % of residents satisfied with availability of public bicycle parking               | Target 4        | Annual Active Transport Survey   |                                |                       |
| 24  | Financial       | AUD value increase in funding for walking and cycling                              | Target 1        | Annual Report                    | EMU Account                    |                       |
| 25  | Health          | % of residents meeting min. level of physical activity through walking and cycling | Target 1 & 2    | Annual Active Transport Survey   | Volunteer Community Indicators |                       |







|       |       |       |       |       |       |       |       |       |      |       |     |     |       |       |       |       |
|-------|-------|-------|-------|-------|-------|-------|-------|-------|------|-------|-----|-----|-------|-------|-------|-------|
| 73    | 74    | 75    | 76    | 77    | 78    | 79    | 80    | 81    | 82   | 83    | 84  | 85  | 86    | 87    | 88    |       |
|       |       |       |       |       |       |       |       | 8     |      |       |     |     |       |       |       |       |
| 5     | 5     | 5     | 5     | 5     | 5     | 5     | 5     |       | 5    | 5     | 5   | 5   | 5     | 5     | 5     |       |
|       |       |       |       |       |       |       |       |       |      |       |     |     |       |       |       |       |
| 8     | 8     | 8     | 8     | 8     | 8     | 8     | 8     | 8     | 8    | 8     | 8   | 8   | 8     | 8     | 8     |       |
| 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 5     |      |       |     |     |       |       |       |       |
| 10    | 10    | 10    | 10    | 10    | 10    | 10    | 10    | 10    | 10   | 10    | 10  | 10  | 10    | 10    | 10    |       |
| 8     |       |       |       |       |       |       |       |       |      |       | 8   |     |       |       |       |       |
|       |       |       |       |       |       |       |       |       |      |       |     | 5   |       |       |       |       |
|       |       |       |       |       |       |       |       |       |      |       |     |     |       |       |       |       |
|       |       |       |       |       |       |       |       |       |      |       |     |     |       |       |       |       |
| 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 1     | 15   | 15    |     |     |       |       |       |       |
|       |       |       |       |       |       |       |       |       |      |       |     |     |       |       |       |       |
| 8     |       |       | 8     | 8     | 8     | 8     | 8     |       | 8    |       |     |     |       |       |       |       |
|       |       |       |       |       |       |       |       |       |      |       |     |     |       |       |       |       |
|       |       |       |       |       |       |       |       |       |      | 0     | 0   | 0   | 0     |       |       |       |
|       |       |       |       |       |       |       |       |       |      |       |     |     |       |       |       |       |
| 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0    | 0     | 0   | 0   | 0     | 0     | 0     |       |
|       |       |       |       |       |       |       |       |       |      |       |     |     |       |       |       |       |
| 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0    | 0     | 0   | 0   | 0     | 0     | 0     |       |
| 10    |       |       |       |       |       |       |       |       |      |       |     |     |       |       |       |       |
|       | 8     | 8     | 8     | 8     |       |       |       | 8     |      | 8     | 8   |     |       | 8     | 8     |       |
| 41    | 38    | 38    | 38    | 41    | 38    | 38    | 38    | 38    | 56   | 53    | 33  | 30  | 25    | 45    | 38    | 38    |
| Mediu | High | Mediu | Low | Low | Mediu | Mediu | Mediu | Mediu |
| 105   | 411   | 204   | 411   |       |       |       |       | 1927  |      | 598   | 90  | 78  |       |       |       |       |





## COUNCIL POLICY

|                                 |                                  |
|---------------------------------|----------------------------------|
| <b>Council Policy Title:</b>    | <b>Risk Management</b>           |
| <b>Council Policy ref. no:</b>  | 7.3                              |
| <b>Responsible Department:</b>  | Corporate and Community Services |
| <b>Date of adoption/review:</b> |                                  |

### 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.

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- 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;
- Allow for more effective allocation and use of resources;
- Provide a basis for higher standards of accountability;
- Protect Council's corporate image as a professional, responsible and ethical organisation; and
- Implement key actions in minimising risk exposure.

## 3. DEFINITIONS

Definitions as per **AS/NZS ISO 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.

#### 4. 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 **AS/NZS ISO 31000, Risk Management – Principles and Guidelines** as well as Council's established ethical standards, values, policies, procedures and business practices.

#### 5. RISK MANAGEMENT REQUIREMENTS

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

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

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

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

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

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### 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.

## 6. 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:

- 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/NZS ISO 31000 Risk Management – Principles and Guidelines, legislation and Council policy.
- Reviewing Council's Risk Management Policy and procedure by 31 March each year.

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Policy No. 7.3  
Risk Management Policy

- 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.

*The terms of reference governing the composition and operation of the Risk Management Committee can be found in Appendix A.*

**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.
- 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.

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Risk Management Policy

- 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/NZS 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.

**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.

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Risk Management Policy

- 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:

- Ensure 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.
- Manage contracts to ensure their compliance with the above.

**Events Co-ordinator** is responsible for:

*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.

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**Building Construction Coordinator and Building Maintenance Officer** are responsible for:

*In addition to their generic responsibilities under this Policy, the Building Construction Coordinator and Building Maintenance Officer are accountable for:*

- Developing and maintaining an inspection program for all Council owned and controlled buildings, which complies with the relevant statutory and regulatory obligations.
- Generating maintenance activities and programmed works proposals from inspections conducted.
- Ensure that all building works, including maintenance, are carried out in accordance with applicable specifications and standards.

## 7. 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.

## 8. 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/NZS 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.

## 9. 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.

**10. RELATED DOCUMENTS**

- OH&S Manual
- AS/NZS 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

**ADOPTED/AMENDMENT OF POLICY**

| <b>Policy Review Date</b> | <b>Reason for Amendment</b> |
|---------------------------|-----------------------------|
| 23 January 2002           | Adopted by Council          |
| 24 May 2006               | Review                      |
| 28 March 2007             | Review                      |
| 16 December 2009          | Review                      |
| 28 April 2010             | Review                      |
| 16 March 2011             | Review                      |
| 27 June 2012              | Review                      |

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**10. RELATED DOCUMENTS**

- OH&S Manual
- AS/NZS 31000 Risk Management – Principles and guidelines
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| 16 March 2011             | Review                      |

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## COUNCIL POLICY

|                                 |                                                          |
|---------------------------------|----------------------------------------------------------|
| <b>Council Policy Title:</b>    | <b>Internal Audit Policy and Audit Committee Charter</b> |
| <b>Council Policy ref. no:</b>  | Policy No: 16.1                                          |
| <b>Responsible Department:</b>  | Corporate & Community Services                           |
| <b>Date of adoption/review:</b> |                                                          |

### 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. 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.

### 3. POLICY

#### 3.1 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.
- 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.

### **3.2 Operating Principles**

#### **3.2.1 Organisational Arrangements**

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.

#### **3.2.2 Code of Ethics**

Internal Auditors are expected to adopt professional ethical standards in order to meet their responsibility to the Council. The Council accepts that a suitable Code of Ethics and Rules of Conduct is one based on the Institute of Internal Auditors Australia.

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**Principles**

Internal auditors are expected to apply and uphold the following principles:

***Integrity***

The integrity of internal auditors establishes trust and thus provides the basis for reliance on their judgement.

***Objectivity***

Internal auditors exhibit the highest level of professional objectivity in gathering, evaluating and communicating information about the activity or process being examined. Internal auditors make a balanced assessment of all the relevant circumstances and are not unduly influenced by their own interests or by others in forming judgements.

***Confidentiality***

Internal auditors respect the value and ownership of information they receive and do not disclose information without appropriate authority unless there is a legal or professional obligation to do so.

***Competency***

Internal auditors apply the knowledge, skills and experience needed in the performance of internal auditing services.

**3.2.3 Rules of Conduct**

***Integrity***

Internal auditors:

- (a) Shall perform their work with honesty, diligence and responsibility.
- (b) Shall observe the law and make disclosures expected by the law and the profession.
- (c) Shall not knowingly be a party to any illegal activity, or engage in acts that are discreditable to the profession of internal auditing or to the organisation.
- (d) Shall respect and contribute to the legitimate and ethical objectives of the organisation.

***Objectivity***

Internal auditors:

- (a) Shall not participate in any activity or relationship that may impair or be presumed to impair their unbiased assessment. This participation includes those activities or relationships that may be in conflict with the interests of the organisation.
- (b) Shall not accept anything that may impair or be presumed to impair their professional judgement.
- (c) Shall disclose all material facts known to them that, if not disclosed, may distort the reporting of activities under review.

***Confidentiality***

Internal auditors:

- (a) Shall be prudent in the use and protection of information acquired in the course of their duties.
- (b) Shall not use information for any personal gain or in any manner that would be contrary to the law or detrimental to the legitimate and ethical objectives of the organisation.

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**Competency**

Internal Auditors:

- (a) Shall engage only in those services for which they have the necessary knowledge, skills and experience.
- (b) Shall perform internal auditing services in accordance with the International Standards for the Professional Practice of Internal Auditing.
- (c) Shall continually improve their proficiency and the effectiveness and quality of their services.

**3.2.4 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.

The Internal Audit Annual Work Plan shall be approved by Council upon the recommendation of the Audit Committee.

**3.2.5 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.

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.

Recommendations as approved will be included as actions in the relevant Business Plans of the particular unit(s).

At the completion of each Internal Audit review a survey of customers will be undertaken.

The following evaluation criteria will be assessed:

- Professional Attributes
- Scope of Work
- Performance of Audit Work

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**3.2.6. 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.

**3.2.7 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.

**3.2.8 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.

**3.2.9 Key Performance Indicators**

The Internal Auditor will provide regular Performance Indicator reports for the information of the Audit Committee.

The report will include indicators on the following Performance Criteria:

- Strategic Internal Audit Plan
- Committee Meetings
- Memorandum of Audit Planning (MAP)
- Close Out Meetings

**4. IMPLEMENTATION AND REVIEW**

This policy will be implemented by Colac Otway Shire and will be subject to periodic review.

**5. ATTACHMENT**

Audit Committee Charter ..... 2013

**ADOPTED/AMENDMENT OF POLICY**

| Policy Review Date | Reason for Amendment |
|--------------------|----------------------|
| 27 June 2007       | Adoption by Council  |
| 28 October 2009    | Review               |
| 16 December 2009   | Review               |
| 27 June 2012       | Review               |

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**AUDIT COMMITTEE CHARTER**

..... 2013

**1. PURPOSE**

The Colac Otway Shire Council (Council) Audit Committee is a formally appointed independent Advisory Committee of Council for the purposes of the *Local Government Act 1989* (the Act).

The 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 Audit Committee does not have:

- executive powers;
- authority to implement actions in areas over which management has responsibility;
- any delegated financial responsibility; and
- any management functions and is therefore independent of management.

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.

Date Adopted:

### 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 will be eligible for reappointment by Council after the initial 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 Remuneration Arrangements

- 3.2.1 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.
- 3.2.2 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.
- 3.2.3 The Chief Executive Officer will review the remuneration annually in accordance with the terms of appointment.

#### 3.3 Meetings

- 3.3.1 The Audit Committee shall meet at least four times each year and at least once in each quarter.
- 3.3.2 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.
- 3.3.3 Additional meetings shall be convened at the discretion of the Chairperson or at the written request of any member of the Committee.

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- 3.3.4 The Chief Executive Officer should attend all meetings, except where the Committee chooses to meet in camera.
- 3.3.5 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.
- 3.3.6 Council staff may be requested to attend either regularly or from time to time at the discretion of the Committee.
- 3.3.7 Representatives of the external auditor should be invited to attend at the discretion of the Committee.
- 3.3.8 The Committee may invite any other external party to a meeting in order to carry out the duties and functions of the Committee.
- 3.3.9 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.
- 3.3.10 The internal auditor (as appointed by Council) should attend all meetings where internal audit reports are presented or as requested by the committee.
- 3.3.11 The number of members required to form a quorum is set at three committee members.
- 3.3.12 The chairperson of the Committee shall have a casting vote.
- 3.3.13 Detailed and summary minutes of each Audit Committee meeting will be prepared.

#### 4. CONFLICTS OF INTEREST

- 4.1 In accordance with section 79 of the *Local Government Act 1989*, members of the Committee are required to disclose all conflicts of interests and may not be eligible to vote on a matter or attend a meeting at which the subject of the conflict will be considered, depending on the nature of the conflict.
- 4.2 Members of the Committee are to be aware of the provisions of the Act concerning conflicts of interest.
- 4.3 Failure to comply with provisions of the Act with regard to conflicts of interest may result in termination of the member's appointment
- 4.4 Members of the Audit Committee are required to lodge appropriate declaration of interest returns.

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**5. CONFIDENTIALITY**

- 5.1 All Audit Committee meetings and records are considered confidential.
- 5.2 All members are to be aware of their responsibilities with regard to the confidential of information about Council's affairs pursuant to Section 77 of the Act.
- 5.3 Failure to comply with provisions of the Act with regard to confidentiality may result in termination of the member's appointment.

**6. RESPONSIBILITIES**

The Audit Committee will carry out the following responsibilities:

**6.1 Financial Report**

- 6.1.1 Review significant accounting and reporting issues, including complex or unusual transactions and highly judgemental areas and recent accounting, professional and regulatory pronouncements and legislative changes and understand their effect on the financial report.
- 6.1.2 Review with management and the external auditors the results of the audit, including any difficulties encountered.
- 6.1.3 Review the annual financial report and consider whether it is complete, consistent with information known to audit committee members and reflects appropriate accounting principles.
- 6.1.4 Review with management and external auditors all matters required to be communicated to the audit committee under the Australian Auditing Standards.
- 6.1.5 Review interim financial reports and consider whether they are complete and consistent with the information known to Audit Committee members.

**6.2 Internal Control**

- 6.2.1 Overview the scope of internal and external auditors review of internal controls over financial reporting and obtain reports on significant findings and recommendations, together with management's responses.
- 6.2.2 Consider the effectiveness of Council's internal control system, including IT security and control.

**6.3 Risk Management**

- 6.3.1. Monitor the systems, frameworks, processes and risk profile to ensure that material strategic and operational risks to the Council are dealt with appropriately.
- 6.3.2 Monitor the process of review of the Council's risk profile.
- 6.3.3 Consider the adequacy of actions taken to ensure that the material business risks have been dealt with in a timely manner to mitigate exposures to the Council.

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**6.4 Fraud Prevention/Awareness**

- 6.4.1 Review the adequacy of Council's fraud prevention policies, procedures and plans, including fraud awareness programs and processes for reporting and investigations.
- 6.4.2 Review the circumstances surrounding any instances of fraud or corruption and any identified internal control weaknesses and monitor management's actions to address the issues.
- 6.4.3 Provide advice to the Chief Executive Officer and Council in relation to the management and reporting of fraudulent or corrupt actions.

**6.5 Business Continuity**

- 6.5.1 Monitor processes and practices of the Council to ensure for effective business continuity.

**6.6 Internal Audit**

- 6.6.1 Review with management and the internal auditor the charter, activities, staffing, financial resourcing and organisational structure of the internal audit function.
- 6.6.2 Review and recommend the 3 year strategic and annual audit plan for approval by the Council and all major changes to the plan and ensure the plan is linked with and covers Councils material business risks.
- 6.6.3 Monitor processes and practices to ensure that the independence of the audit function is maintained.
- 6.6.4 As part of the audit committee's annual assessment of performance, determine level of satisfaction with internal audit function having consideration of the Institute of Internal Auditor's 'International Standards for the Professional Practice of Internal Auditing'.
- 6.6.5 Monitor that the internal auditor's annual plan is linked with and covers the material business risks.
- 6.6.6 Provide an opportunity for the audit committee to meet with the internal auditor to discuss any matters that the audit committee or internal auditor believes should be discussed privately.
- 6.6.7 Review all audit scopes and reports and provide advice to the Council and Chief Executive Officer on significant issues identified in audit reports and action taken on issues raised including identification and dissemination of good practice.
- 6.6.8 Ensure that there are no unjustified restrictions or limitations on the internal auditor and review the appointment, replacement, dismissal and performance of the internal auditor.

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**6.7 External Audit**

- 6.7.1 Review the external auditor's proposed audit scope and approach, including any reliance on internal auditor activity.
- 6.7.2 Provide an opportunity for the audit committee to meet with the external auditors, to discuss any matters that the audit committee or the external auditors believe should be discussed privately.
- 6.7.3 Review all audit reports and provide advice to the Council and CEO on significant issues identified in audit reports and action taken on issues raised including identification and dissemination of good practice.
- 6.7.4 Review the performance of the external auditors and their agents.

**6.8 Compliance**

- 6.8.1 Review the systems and processes to monitor effectiveness of the system for monitoring compliance with legislation and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of non-compliance.
- 6.8.2 Keep informed of the findings of any examinations by regulatory agencies and any auditor (internal or external) observations and monitor management's response to these findings.
- 6.8.3 Obtain regular updates from management about compliance matters.

**6.9 Reporting Responsibilities**

- 6.9.1 Report regularly to the Council about audit committee activities, issues and related recommendations through circulation of minutes and annual report. Additional updates may be appropriate should issues of concern arise.
- 6.9.2 Monitor that open communication between the internal auditor, external auditors and the Council occurs.
- 6.9.3 Report to Council, describing the audit committee's composition, responsibilities and how they were discharged and any other information required by regulation, including approval of non-audit services.
- 6.9.4 Consider the findings and recommendations of relevant Performance Audits undertaken by the Victorian Auditor-General and to ensure the Council implements relevant recommendations.

**6.10 Other Responsibilities**

- 6.10.1 Perform other activities related to this Charter as requested by the Council.
- 6.10.2 Review and assess the adequacy of the Audit Committee Charter annually, requesting Council approval for proposed changes and ensure appropriate disclosure as might be required by legislation or regulation.

6.10.3 Confirm annually that all responsibilities outlined in this Charter have been carried out.

6.10.4 Institute and oversee any investigations as requested by Council.

6.10.5 Evaluate the audit committee's performance annually.

## 7. REPORTING

The Colac Otway Shire Audit Committee will:

7.1 Report to Council as soon as practicable following the conduct of each meeting in the form of minutes or otherwise.

7.2 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.

## 8. REVIEW

The Colac Otway Shire Audit Committee will:

8.1 Review the Audit Committee Charter on an annual basis and any recommendations for amendments will be submitted to Council for approval.

8.2 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.

8.3 Obtain feedback on the Committee's performance and operations from key people such as the external auditor and senior management.

8.4 Obtain feedback from the Council on the effectiveness of the committee.



## COUNCIL POLICY

|                                |                                              |
|--------------------------------|----------------------------------------------|
| <b>Council Policy Title:</b>   | <b>Fraud Prevention &amp; Control Policy</b> |
| <b>Council Policy ref. no:</b> | Policy No: 16.2                              |
| <b>Responsible Department:</b> | Corporate & Community Services               |
| <b>Date of adoption:</b>       |                                              |

### 1. INTRODUCTION

Colac Otway Shire is committed to the prevention, deterrence and detection of fraudulent and corrupt behaviour in the performance of the business activities of Council.

The Council is committed to ensuring a corporate culture of honesty and integrity in which Councillors, staff, volunteers and contractors believe that fraud, corruption, dishonest acts and conflicts of interest will be detected and investigated. Fraud in any form will not be tolerated.

The Colac Otway Shire expects its Councillors and staff to maintain a high standard of ethical conduct in all activities, in particular with respect to resources, information and authority. The community rightly expects the Colac Otway Shire to conduct its business in a fair and honest manner.

### 2. POLICY OBJECTIVES

To ensure that Councillors, members of committees, staff, volunteers and contractors are aware of the importance of what constitutes appropriate ethical conduct and responsibilities in dealing with instances of potential fraudulent activities and corrupt behaviour that may come to their attention.

Management of the risk of exposure is an important area to monitor and the Council needs to be assured that appropriate and transparent procedures are in place. This document is linked to the Councillors and Employees Codes of Conduct which Councillors and employees are required to abide by.

The purpose of this policy is to:

- Promote and guide the conduct of all Councillors, employees and external parties associated with Colac Otway Shire Council, with a view to the avoidance of fraud and management of situations, which may be regarded as unethical conduct or behaviour.
- To demonstrate that Council is committed to the detection and investigation of any such occurrences.
- Encourage and facilitate the notification of matters that will assist in the avoidance of fraud.
- Ensure that notifications are treated in strict confidence and investigated

- Fully.
- Protect those people making notifications from retribution.

### 3. DEFINITIONS

In this Policy:

#### 3.1 Corruption

Corruption includes dishonest or improper use of a position and is defined as including any conduct of:

- any person that could adversely affect the honest or impartial exercise of official functions; or
- a Shire Officer that involves the dishonest or partial exercise of any of his or her official functions; or
- a Shire Officer or former Shire Officer that involves a breach of public trust; or
- a Shire Officer or former Shire Officer that involves the misuse of information or material that he or she has acquired in the course of his or her official functions, whether or not for his or her benefit or for the benefit of any other person; or
- any person that could adversely affect the exercise of official functions and which could involve a number of specific offences such as: official misconduct, breach of trust, malfeasance, oppression, fraud and perverting the course of justice.

It is not corrupt conduct unless it involves:

- a criminal offence;
- a disciplinary offence;
- breach of policy or statute; or
- reasonable grounds for terminating the services of a Shire Officer.

#### 3.2 Employee

Includes Shire employees (Including full-time; part-time temporary and casual), Contractors, Volunteers or the employees of any body providing services on the Shire's behalf.

#### 3.3 Fraud

Fraud is characterised as dishonest conduct or misuse of position or authority in order to obtain unjust advantage, the theft of funds, assets or information, or the unauthorized use of Shire assets for personal gain. Persons inside or outside the Shire's organization, or both, can perpetrate fraud.

#### 3.4 Prevention

Prevention is the process by which the Shire, its management and employees manage risks to prevent fraud and includes:

- Adoption of appropriate internal controls in response to fraud and corruption risk assessments;
- Adherence to a Code of Conduct, a commitment to ethical practices and disciplinary standards;

- Deterrence through commitment to imposing sanctions (e.g.: disciplinary action and/or forwarding evidence and/or information to other agencies);
- Publicising outcomes of investigations where fraud and/or corruption is found to have occurred;
- Internal and external awareness of fraud and corruption and how Shire will deal with it; and
- Education programs to raise and maintain awareness of employees, contractors, consultants, customers and the community.

#### 4. RESPONSIBILITY FOR FRAUD PREVENTION

For fraud prevention controls to be effective the ownership of the policy must not be one staff member or a group of staff members, but must include all levels within Council.

A prerequisite for everyone is that they are expected to develop, encourage, insist upon and implement sound financial, legal and ethical decision making within their responsibility levels. Measures to prevent fraud will be continually monitored, reviewed and developed.

Specific Responsibilities include:

##### 4.1 The Council

As the body responsible for the good governance of the Shire the Council is responsible for developing and cultivating a culture of honesty and integrity in the management of the organisation.

The Council will ensure that Management has appropriate measures in place to detect and prevent fraud.

The Chief Executive Officer has primary responsibility for the proper management of Council resources and the development and implementation of systems and practices to minimise the risk of fraud.

##### 4.2 Chief Executive Officer and General Managers

The General Managers play a major role in assisting the Chief Executive Officer in these responsibilities', by ensuring that appropriate corporate systems and procedures are put in place, properly managed and all necessary reporting and accountability provisions are in place and operating.

##### 4.3 Managers, Coordinators, Team Leaders and Supervisors

- Establish and maintain effective management practices, systems, procedures and controls.
- Ensure that staff understand their responsibilities through adequate supervision, written procedures and awareness training.
- Be aware of, and actively monitor, key fraud indicators and symptoms.
- Respond positively to matters raised by Internal and External Audit.
- Act upon all reports of fraud in accordance with this Policy.
- Comply with the Staff Code of Conduct and all other Council policies.

**4.4 Employees, Contractors and Volunteers**

- Responsible for acting with propriety and integrity in undertaking their duties. Must not use their position with the Shire to gain personal advantage or to confer advantage, or disadvantage on any other person
- Responsible for the safeguard of Shire assets against theft, mis-use or improper use.
- Required to report any suspicion of fraud to the Chief Executive Officer, General Manager Corporate and Community Services or Manager of Finance and Customer Services.

**4.5 Audit Committee**

- Monitor the implementation of the Fraud Control Policy.
- Direct and guide the internal audit function and approve, monitor and manage the annual internal audit plan.
- Ensure appropriate internal audit coverage is given to fraud control issues.
- Liaise closely with internal and external audit and ensure issues and recommendations are appropriately actioned.

**Audit****4.6 Internal Audit**

The role of Internal Audit is to assist Management and Shire to achieve sound managerial review and control over all Shire activities. This process can aid fraud control, detection and improvements to the controls in place in the organisation.

Internal Audit is not involved in the day to day internal checking systems but is an independent and objective assurance and consulting activity. It assists the organisation to accomplish its objectives by bringing a systematic, disciplined approach to:

- evaluating systems
- improving the effectiveness of management and Corporate Governance.

The principal objectives of Internal Audit are to assess and report on whether:

- there are sufficient internal controls in place to protect Shire's assets and the integrity of information provided to management and Shire.
- there is adequate compliance with relevant laws/statutes and Shire's policies and procedures
- functional areas are appropriately controlled.

**4.7 External Audit**

External Audit is conducted to verify Shire's annual reported financial performance. External Audit also has a role in the process of achieving fraud control by reviewing internal Policies & Procedures and testing systems via specific guidelines developed in accordance with relevant Legislation; Accounting Standards and the Auditor-General's code of ethics.

## 5. FRAUD MINIMISATION PROCEDURES

The following is a listing of fraud minimisation strategies that may be implemented as part of this policy:

- Management is to be accountable for deviations from the Shire's approved budget and for the conduct of independent detailed reviews of significant variances to the budget.
- An annual review of Shire operations and an assessment of the Shire's exposure to risk to be undertaken.
- Management to impose financial controls which include separation of duties and regular checking of processes to minimise the opportunity for misappropriation of funds and/or assets.
- An ongoing internal audit process. Strong internal controls supported by the internal audit reviews on a regular basis will minimise the exposures to risk and prevent possible new risk areas that have not been addressed.
- External audit review and the focus on accountability of financial systems and the reporting process.
- Maintain strict recruitment practices and confirm all employee details and references are thoroughly checked, also promotion of this policy to all new Shire employees.
- Determine penalties for any fraud that has occurred, in conjunction with, but not limited to Shire's disciplinary procedure.
- Undertake Fraud Awareness and Prevention Training for all Shire employees.
- All assets are properly recorded and regular checks are performed to ensure significant items are present.
- Set a standard of conduct for suppliers and contractors.
- Have procedures in place relating to the use of Shire assets by employees.
- Shire and Management completing the appropriate disclosure of interest forms.

## 6. FRAUD RISK REVIEW

The General Manager Corporate and Community Services will ensure that a structured fraud risk assessment review is conducted periodically covering all functions and operations of the Shire. The review to address both the internal and external environments, and the fraud risk associated with both. The review will establish the level, nature and form of the Shire's fraud risk exposure. A plan generated from the review will subsequently define areas where specific action may be required.

There are a number of indicators that exist for identifying possible frauds.

Some indicators of fraud that should be reviewed as part of the review process are as follows:

- Theft, embezzlement or other misapplication of funds or assets
- Bribery or Kick-backs

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- Misuse of Shire credit cards and petty cash
- Misuse or unauthorised selling Shire's intellectual property
- False claims for reimbursement
- Misappropriation of cash, credit cards or other Council assets
- Forgery or Alteration of documents
- Destruction or concealment of records or assets
- Collusive tendering or Rigging of Tenders
- Tendering inducements
- Unauthorised use of assets or equipment
- Electronic fraud
- Payroll fraud

## 7. FRAUD AWARENESS TRAINING

This Strategy requires that an ongoing awareness program be implemented to identify issues of fraud prevention, detection and reporting, and bring them to the attention of employees.

Fraud awareness or prevention provisions should be included in employee contracts, employee orientation, contract documentation, Shire agreements and any other process where employee conduct is involved.

The program will need to promote a confidential process whereby employees can feel comfortable to identify any suspicion of Fraud and where such employees can be protected from possible victimisation or discrimination.

There is a need to promote community awareness that fraud committed against the Shire is not acceptable and perpetrators will be prosecuted. The Shire should also promote an honest, ethical and businesslike approach to dealings with Shire by the adherence to good governance practices and protocols.

## 8. REPORTING OF FRAUD

All Shire employees, volunteers or contractors who suspect fraud have an obligation to report it by notifying the Chief Executive Officer, General Manager Corporate and Community Services or Manager of Finance and Customer Services in person, by telephone, in writing or via email.

### *Initial response when a fraud is discovered*

When a fraud is discovered the employee, volunteer or contractor who discovered the fraud must weigh up carefully how to react.

They must notify the Shire's General Manager Corporate and Community Services or Manager of Finance and Customer Services as appropriate in the circumstances who in turn must notify the Chief Executive Officer unless the issue of fraudulent behaviour involves either party.

### *Fraud Investigation Process*

When a fraud investigation takes place, it must be undertaken in a methodical and comprehensive manner.

**Purpose of the Fraud Investigation**

- a) To determine if a Fraud has been committed.
- b) Identify the person(s) responsible for the Fraud.
- c) Discover the extent of the fraud and determine the action to be taken.
- d) Identify how long the fraud has been occurring and thereby the extent of the breakdown of internal controls.

The Chief Executive Officer in consultation with the appropriate General Manager will determine how and by whom the investigation will be conducted and whether the Police or any external assistance will be employed.

Any investigation should be conducted using the principles of investigation and being mindful of the legalities involved. The Audit Committee should be advised of the situation at the earliest practicable time.

In all cases the principles of confidentiality, natural justice and human rights will be maintained.

**9. EXTERNAL NOTIFICATION**

Council is committed to ensuring that all allegations, breaches of the Code of Conduct or this policy which are considered to be prima facie cases supported by evidence of fraudulent or corrupt activity are notified to the appropriate law enforcement or regulatory agency for investigation and/or prosecution. Where any successful prosecution of a matter results, employment ramifications will be considered on a case by case basis in accordance with Council Human Resources policies.

**10. DOCUMENTATION**

The following documents will provide the basis of the ethical standards and conduct expected of Council staff, Councillors, volunteers and Council contractors:

- Code of Conduct – Councillors and Staff
- Employee Manual
- Whistleblowers Protection Act 2001 – Public Interest Disclosure Procedures
- Information Privacy Policy
- Risk Management Policy
- Position Description/Employment Agreement/Contract

**11. REVIEW OF POLICY**

The Fraud Prevention & Control Policy will be reviewed as part of the Council's annual audit program. At the time of the review, additionally, a report will be prepared which will detail procedures and processes undertaken during the past year which will confirm that an appropriate program of fraud awareness and control is in place.

Date Adopted:

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Policy No.16.2  
Colac Otway Shire Fraud Prevention and Control Policy

**ADOPTED/AMENDMENT OF POLICY**

| <b>Policy Review Date</b> | <b>Reason for Amendment</b> |
|---------------------------|-----------------------------|
| 28 March 2007             | Adoption by Council         |
| 28 October 2010           | Review                      |
| 30 March 2011             | Review                      |

Date Adopted:

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# Disability Services Community Building Program

## Directions Report

|                        |                             |
|------------------------|-----------------------------|
| <b>Auspice</b>         | Colac Otway Shire           |
| <b>Partnering LGAs</b> |                             |
| <b>Area</b>            | Barwon Area – West Division |

### Mapping

Describe:

- Any new information about the assets/resources of the community, including the current service provision for people with a disability, and also the potential opportunities for inclusion and participation which may be derived from an analysis of community assets;
- Newly identified strategic connections able to be built in the local community and beyond, which may result in increased inclusion and participation.
- The evidence driving the selection of priorities.

(Refer to the Mapping section of the Practice Guide for more information.)

Although no formal community and asset mapping has been conducted for Colac Otway Shire there are a number of projects and activities that have identified opportunities to develop a current understanding of local communities and assets.

These include the work that is being developed by (or within):

- Towards Liveable Communities Coordination Committee (TLC3) in Colac;
- Improving Liveability for Older People (ILOP);
- the final stages of Transport Connections;
- Active Service Model within OPASS;
- HACC – DHS Disability Services Framework;
- Colac Central Business District vitalisation project;
- Colac Disability Network;
- Colac Community Building Network;
- Footpath strategies; and
- Establishing the NDIS.

This Directions report will recognise some of the elements raised in the Victorian State Disability Plan 2013-2016.

| <b>Priorities</b><br>List top 3-5 priorities as agreed by auspice and regional DHS office.                                                                    | <b>Goals</b><br>Name one or more specific goal for each priority area. Include potential outcome measures.                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Strengthening skills for implementing the Community Building Program</b>                                                                                | Enhance the capacity of the Community Building Program to better undertake community mapping and needs assessments so that we have an in-depth knowledge of local communities and can determine priorities.                                  |
| <b>2. Engagement and Social and Economic Participation</b>                                                                                                    | Develop an understanding of the current climate in relation to social and economic participation for people with a disability.<br><br>Strengthen pathways based on identified need and opportunities.                                        |
| <b>3. Embed Access, Equity and Inclusion principles in the way Council plans, implements and evaluates its activities, services and facilities.</b>           | Develop an updated Access, Equity and Inclusion Plan that will meet the needs of a Disability Action Plan.<br><br>As a key stakeholder and service provider, develop Council's understanding and capacity to respond to contemporary issues. |
| <b>4. Support people with a disability and their families/carers to access new mainstream and community support opportunities.</b>                            | Identify local opportunities, with the introduction of the NDIS, Active Service Model and Council's Access, Equity and Inclusion Plan.                                                                                                       |
| <b>5. Work with the local disability service providers and community organisations to develop contemporary approaches to support people of all abilities.</b> | Support an understanding and the need to promote rights, encourage participation, enable friendships and giving people a voice.                                                                                                              |

| <b>Community Building Program Objective</b>                                                                                | <b>Goals</b><br>What do we want to achieve?                                                                | <b>Evidence of need</b><br>How do we know this is needed?                                                                                                       | <b>Planned Strategies</b><br>How will we do it?                                                                                                                                                       | <b>Evidence of progress</b><br>How will we know we have succeeded?                                                                                                                                                                                                                             | <b>Potential Partners</b>                                                                                                                                                        | <b>Timelines</b><br>S – 6-18mths<br>M – 18mths-3yrs<br>L – 3 yrs plus |
|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| 1. To mobilise and support people with a disability to <b>optimise participation</b> in the life of their local community. | <b>Redevelop places and spaces as part of the CBD and Entrances Project to ensure they are accessible.</b> | This project is to revitalise the Colac CBD by developing community accessible and welcoming places to promote participation in economic and social activities. | Assist with consulting with the community to ensure accessibility concerns are considered during the planning process.<br><br>Strongly advocate for Universal Design throughout the planning process. | People of all abilities have input in the planning.<br><br>Best practice access requirements are noted in proposals.<br><br>Minimum access standards are included in development documents.<br><br>People with disabilities can access and take pride in the places and spaces within the CBD. | <ul style="list-style-type: none"> <li>• COS Planning</li> <li>• COS Economic Development</li> <li>• COS Recreation, Arts &amp; Culture</li> <li>• COS Infrastructure</li> </ul> | L                                                                     |

| <b>Community Building Program Objective</b> | <b>Goals</b><br>What do we want to achieve?                                    | <b>Evidence of need</b><br>How do we know this is needed?                                                                                                                                                                                                                                                                                                 | <b>Planned Strategies</b><br>How will we do it?                                                                                                                                                                                                                                                                                                | <b>Evidence of progress</b><br>How will we know we have succeeded?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Potential Partners</b>                                                                                                                                                                                    | <b>Timelines</b><br>S – 6-18mths<br>M – 18mths-3yrs<br>L – 3 yrs plus |
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|                                             | <p><b>Promote opportunities in education and early childhood services.</b></p> | <p>The Colac Specialist School provides a wonderful opportunity for children to young adults to gain skills within their ability.</p> <p>The early years sector of 0-4 yrs, needs to develop a more seamless approach to meet early childhood development needs that will benefit the child, the family and influence successful commencement at CSS.</p> | <p>Gain an understanding of the needs of young families and capacity of early years providers to meet early childhood developmental needs.</p> <p>Work with local, regional and state organisations to develop best practice models.</p> <p>Support conversations between mainstream student support staff, CSS and early years providers.</p> | <p>Record of meetings with the early years sector providers.</p> <p>Map of early intervention and specialist services available and resulting information sheet for Early Years professionals for referral purposes.</p> <p>Improved access to specialist and early intervention programs in the shire and increase in the number of children receiving support programs prior to attending primary school.</p> <p>A consultation with CSS to assess any positive impacts to children and families attributed to improved access to services prior to school commencement.</p> | <ul style="list-style-type: none"> <li>• COS Maternal &amp; Child Health</li> <li>• COS Family Day Care</li> <li>• Kindergartens</li> <li>• Glastonbury</li> <li>• CSS</li> <li>• Primary Schools</li> </ul> | <p>M</p>                                                              |

| <b>Community Building Program Objective</b>                                                                            | <b>Goals</b>                                                                                                                       | <b>Evidence of need</b>                                                                                                                                                                                                | <b>Planned Strategies</b>                                                                                                                                                                                                                                                                                                                            | <b>Evidence of progress</b>                                                                                                                                                                                                          | <b>Potential Partners</b>                                                                                                                    | <b>Timelines</b>                       |
|------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| 2. To build and strengthen the community's capacity to provide support to people with a disability and their families. | <b>Improved awareness of the importance of access for all</b> through an accessibility category in the Business Excellence Awards. | In 2012 an award was presented for the most accessible service provider.<br><br>The criteria and opportunity for businesses to vie for this award in 2013 and beyond need to be more clearly articulated and promoted. | Again approach Otway Business Incorporated to continue an Accessible Business Category in the Business Excellence Awards.<br><br>Support and promote the purpose and benefits of this award to businesses and the community.<br><br>Develop a conduit for people with disabilities to feed in to nominations via CDN and/or Access, Connect, Belong. | An accessible business category continues to be included in the Colac Otway Business Awards.<br><br>Minimum criteria for award is clearly articulated and promoted.<br><br>Quality nominations are received by the award organisers. | <ul style="list-style-type: none"> <li>• OBI</li> <li>• Colac Otway businesses</li> <li>• COS Economic Development</li> <li>• CDN</li> </ul> | S<br>M – 18mths-3yrs<br>L – 3 yrs plus |

| <b>Community Building Program Objective</b> | <b>Goals</b><br>What do we want to achieve?                                                                                                    | <b>Evidence of need</b><br>How do we know this is needed?                                                                                                                          | <b>Planned Strategies</b><br>How will we do it?                                                                                                                                                            | <b>Evidence of progress</b><br>How will we know we have succeeded?                                           | <b>Potential Partners</b>                                                          | <b>Timelines</b><br>S – 6-18mths<br>M – 18mths-3yrs<br>L – 3 yrs plus |
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|                                             | <p><b>Accessible and Inclusive Events</b><br/>Accessibility to be considered during the planning of every event held in Colac Otway Shire.</p> | <p>Colac Otway Shire has more than 35 annual events. People of all abilities should have equal opportunity to participate in the life of their community including all events.</p> | <p>Attend and provide relevant information on accessibility at E-team (events team) meetings.</p> <p>Add more information to the events registration form about consideration of accessibility issues.</p> | <p>Accessibility issues are considered as a standard item for every event held within Colac Otway Shire.</p> | <ul style="list-style-type: none"> <li>• COS Events Unit and the E-Team</li> </ul> | <p>Ongoing</p>                                                        |

| <b>Community Building Program Objective</b> | <b>Goals</b><br>What do we want to achieve?                                                           | <b>Evidence of need</b><br>How do we know this is needed?                       | <b>Planned Strategies</b><br>How will we do it?                                                                                                                                                                                                                                                                              | <b>Evidence of progress</b><br>How will we know we have succeeded?                                                                                                                         | <b>Potential Partners</b> | <b>Timelines</b><br>S – 6-18mths<br>M – 18mths-3yrs<br>L – 3 yrs plus |
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|                                             | <b>Improved understanding of the Rural Access role and the Community Building Program within COS.</b> | Many COS staff members are not aware of Rural Access' role and work within COS. | <p>Meet with managers to discuss how Rural Access and the objectives of the Community Building Program can be introduced into each of council's units.</p> <p>Attend meetings within COS giving updates on Rural Access projects.</p> <p>Promote short course attendance with training provided Access Audits Australia.</p> | <p>There is a greater and clearer understanding of the Rural Access role within Colac Otway Shire.</p> <p>Increase in COS staff approaching Rural Access for assistance with projects.</p> | COS                       | Ongoing                                                               |

| <b>Community Building Program Objective</b>                                                                                                                                                                    | <b>Goals</b><br>What do we want to achieve?                                                                                                                      | <b>Evidence of need</b><br>How do we know this is needed?                                                                                                                                                                                                                             | <b>Planned Strategies</b><br>How will we do it?                                                                                                                                                                                                                                    | <b>Evidence of progress</b><br>How will we know we have succeeded?                                                             | <b>Potential Partners</b> | <b>Timelines</b><br>S – 6-18mths<br>M – 18mths-3yrs<br>L – 3 yrs plus |
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| 3. To facilitate <b>integrated local community planning</b> and coordination which engages and involves people with a disability and their families, disability service providers and community organisations. | <b>Improved community understanding about the needs and aspirations of people of all abilities by celebrating International Day of People with a Disability.</b> | It is a good opportunity to increase community awareness within the community.<br><br>Organisations can promote their activities to people of all abilities and hopefully create opportunities for participation as well as for organisations to assess their level of accessibility. | Engage with various community organisations throughout the Shire to initiate accessible and inclusive community activities (e.g. sport, recreation, arts or Neighbourhood House activities) during the week of IDPWD.<br><br>Promote and encourage whole community to participate. | Number of people who attend IDPWD events.<br><br>Press articles that accurately reflect on the reasons to celebrate diversity. | CDN                       | S                                                                     |

| <b>Community Building Program Objective</b>                                                                                                                  | <b>Goals</b><br>What do we want to achieve?                                                                         | <b>Evidence of need</b><br>How do we know this is needed?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Planned Strategies</b><br>How will we do it?                                                                                                                                                                                                                                                                                                                                                | <b>Evidence of progress</b><br>How will we know we have succeeded?                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Potential Partners</b>                                                                                                                                                                             | <b>Timelines</b><br>S – 6-18mths<br>M – 18mths-3yrs<br>L – 3 yrs plus |
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| <p>4. To work with existing <b>disability support providers</b> to enhance their capacity to provide relevant and appropriate supports in the community.</p> | <p><b>Work closely with service providers to develop a contemporary approach to seize future opportunities.</b></p> | <p>With the introduction of NDIS; ISP; Active Service Model; and Community Based Care and Respite we need to collectively develop a more contemporary and responsive workforce approach.</p> <p>There is likely to be a short to medium term rise in unemployment in Colac due to significant redundancies from two major employers and a funded service provider in the shire. This will impact on the availability of unskilled and semi-skilled jobs and therefore the range of options for school leavers with a disability and those already seeking employment.</p> | <p>Work within COS OPASS unit and member agencies in the Colac Disability Network to better understand their services and facilitate developing contemporary approaches to meet new initiatives.</p> <p>Work with employment agencies and training agencies to discuss innovative approaches to job seeking and any potential for a new community enterprise or remodelling current ADE's.</p> | <p>Current services and directions of organisations are noted in a mapping tool.</p> <p>Increased focus on new approaches and opportunities displayed by services. Regular attendance at applicable information sessions by services.</p> <p>Developing capacity of agencies and their workforce through referring to applicable workshops and other training.</p> <p>Mapping of current employment pathways in the shire and the development of a list of potential opportunities for further exploration.</p> | <ul style="list-style-type: none"> <li>• G21</li> <li>• Dept. of Health</li> <li>• Colac Disability Network</li> <li>• Disability workforce</li> <li>• NDIS LTA</li> <li>• Health Services</li> </ul> | <p>M</p>                                                              |

| <b>Community Building Program Objective</b>                                                                                                | <b>Goals</b><br>What do we want to achieve?                                                                  | <b>Evidence of need</b><br>How do we know this is needed?                                                                                                   | <b>Planned Strategies</b><br>How will we do it?                                                  | <b>Evidence of progress</b><br>How will we know we have succeeded?                                                                                                                         | <b>Potential Partners</b>                                             | <b>Timelines</b><br>S – 6-18mths<br>M – 18mths-3yrs<br>L – 3 yrs plus |
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| 5. To improve <b>access to information</b> about relevant services and community activities available to people with a disability in their | <b>A whole of community approach to marketing and promoting opportunities to Access, Connect and Belong.</b> | A number of local organisations have expressed they find it difficult to market and promote that their services are accessible for people of all abilities. | Develop a recognisable brand and logo to signifying opportunities to, Access, Connect and Belong | Each place, space, opportunity, experience, information, service and group which is branded with the logo is indeed accessible.<br><br>Community members are aware of what the logo means. | Transport Connection, ILOP, TLC3, Community Support & Activities, ACT | S - M                                                                 |

| <b>Community Building Program Objective</b> | <b>Goals</b><br>What do we want to achieve?                                                                                                                      | <b>Evidence of need</b><br>How do we know this is needed?                                                                                                                                                                                | <b>Planned Strategies</b><br>How will we do it?                                                                                                                                                                                                                                                                                     | <b>Evidence of progress</b><br>How will we know we have succeeded?                                                                                                                                                                                            | <b>Potential Partners</b>                                                                                                                                                                                        | <b>Timelines</b><br>S – 6-18mths<br>M – 18mths-3yrs<br>L – 3 yrs plus |
|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| communities.                                | <b>Enhancing the capacity of the people that form the Colac Community Building Network to meet the needs of the communities that they represent and support.</b> | The Colac Community Building Network has met over a number of years to discuss a number of community building opportunities. The capacity of this network needs to be supported so that it can deliver on community building activities. | Identify and implement better forms of communication and participation.<br><br>Promote capacity building within the local community, health and wellbeing workforce.<br><br>Participate in Workforce Development and Systems Thinking approaches that will be identified in the new G21 Region Health & Wellbeing Planning process. | Access and participation of a local web based communication tool.<br><br>Training of Community Building practitioners to develop their own capacity and understanding, so in turn, they can support understanding and actions within their own organisations. | <ul style="list-style-type: none"> <li>• Colac Community Building Network members</li> <li>• Agencies of Colac Community Building Network members</li> <li>• Access Connect Belong website developers</li> </ul> | M                                                                     |

Notes about Community Building Plan template:

- Each goal should be listed next to the Program objective to which it most strongly relates.
- Not all rows provided in the template need to be used. Add or subtract rows as required.

**Acronyms:**

|        |                                                     |
|--------|-----------------------------------------------------|
| ACT    | Advancing Country Towns                             |
| APNH   | Apollo Bay Neighbourhood House                      |
| BWFC   | Blue Water Fitness Centre                           |
| CBD    | Central Business District                           |
| CCLLC  | Colac Community Library and Learning Centre         |
| CCBN   | Colac Community Building Network                    |
| CHI    | Community Hub Inc                                   |
| CNH    | Colac Neighbourhood House                           |
| CODA   | Colac Otway Disability Accommodation                |
| COPACC | Colac Otway Performing Arts and Cultural Centre     |
| COS    | Colac Otway Shire                                   |
| CSS    | Colac Specialist School                             |
| CVIC   | Colac Visitor Information Centre                    |
| IDPWD  | International Day of People with a Disability       |
| ILOP   | Improving Liveability for Older People              |
| ISP    | Individual Support Packages                         |
| LNW    | Leisure Networks                                    |
| NR     | Neighbourhood Renewal                               |
| OBI    | Otway Business Inc                                  |
| OCC    | Otway Community College                             |
| OPASS  | Older Persons & Ability Support Services            |
| SC     | Skills Connection                                   |
| St L   | St Laurence                                         |
| TLC    | Towards Liveable Communities Coordination Committee |
| W3C    | World Wide Web Consortium                           |

**Third Quarter**  
**Financial Performance Report**  
**2012-2013**  
**March 2013**



**Colac Otway**  
SHIRE

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## **About the report**

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

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

This report covers the period from 1 July 2012 to 31 March 2013 and reports on:

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

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

## **Overview**

At the time the budget for 2012-2013 was prepared, it was expected that Council would see an operating surplus of \$6.379 million. Council continues to revise estimates for the 2012-2013 activities as more accurate information comes to hand, with the current operating surplus forecast to be \$10.054 million.

The achievement of an operating surplus for the 2012-2013 year continues to be a priority of Council. It is important for Council and the community to understand that we continue to refine our forecasts and adjust our activities to ensure that Council is in the position to report an operating surplus for the 2012-2013 financial year.

Council currently has a cash at bank balance of \$13.636 million, which is slightly lower than for the same time in 2011-2012.

Rate notices have been issued to rate payers and reminders for instalments continue to be sent each quarter.

We are continuing to monitor the status of Council's financial position with the following aims in mind:

- An operating surplus achieved for the fifth consecutive year;
- Council continuing to meet the Infrastructure Renewal Gap;
- Delivery of responsible projects designed to enhance our community;
- Delivery of a responsible capital works programme; and
- An improved positive financial position.

In light of this, we are undertaking several important projects over the coming months in the areas of:

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

The forecast indicates that the financial viability of Council will continue to improve, provided balanced decisions are made with financial sustainability considerations built into all decision making processes. Key information concerning the position of Council at the end of March is included in this report.

### **Service Budget**

The service income budget is projected to remain at \$36.441 million which is diminished as compared to the adopted budget due to a reduction in fees and charges revenue expectations, while the service expenditure budget is projected to increase relatively consistent with the original budget, resulting in a net projected increase in the service budget deficit of \$0.257 million to \$0.345 million.

### **Major Projects Budget**

The major projects expenditure now reflects the inclusion of carried forward projects from 2011-2012 which has significantly altered the result. Forecast income has increased from zero to \$1.125 million whilst expenditure has increased from \$0.32 million to \$3.342 million. This results in a net projected increased in the major projects budget deficit of \$1.977 million to \$2.297 million, which is not unexpected.

## Capital Budget

The capital expenditure now includes the projects carried forward from the 2011-2012 financial year and significantly alters the result.

Forecast income for capital works has increased from \$6.786 million to \$12.299, primarily as a result of recognising the future income associated with the redevelopment of the Blue Water Fitness Centre. Forecast expenditure for capital works has also significantly been impacted by the inclusion of carried forward projects from 2011-2012, such as the Blue Water Fitness Centre redevelopment with expenditure increasing from \$15.957 million to \$22.531 million.

The net result of these changes is a projected increase in the capital works deficit of \$1.061 million to \$10.232 million.

## Operating Statement

The information portrayed below provides an operating statement as per the data at 31 March 2013. The four (4) columns of data provide actual year to date results as compared to the budget year to date, the revised budget or forecast position as at 31 March 2013 and the original budget as it was adopted by Council. The forecast budget includes the value of all adjustments made since the adoption of the budget for 2012-2013 and at this stage does not take account of carried forward projects.

### Operating Statement

March 2013

|                                     | Actual YTD          | Budget YTD          | Forecast Budget     | Original Budget     |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Operating revenue</b>            |                     |                     |                     |                     |
| Rates and charges                   | (23,139,460)        | (23,167,603)        | (23,089,108)        | (22,886,751)        |
| Statutory fees and charges          | (384,059)           | (331,763)           | (579,298)           | (500,300)           |
| User fees and charges               | (2,641,868)         | (2,540,153)         | (3,690,601)         | (3,836,801)         |
| Operating grants - state            | (1,862,544)         | (1,942,699)         | (3,447,601)         |                     |
| Operating grants - federal          | (2,228,091)         | (4,642,351)         | (6,029,710)         | (8,626,556)         |
| Contributions - cash operating      | (14,733)            | (48,336)            | (323,830)           | (44,700)            |
| Reimbursements                      | (273,030)           | (134,167)           | (184,390)           | (134,674)           |
| Finance revenue                     | (312,594)           | (309,426)           | (446,250)           | (446,250)           |
| Other revenue                       | (83,273)            | (164,758)           | (179,822)           | (170,300)           |
| <b>Total operating revenue</b>      | <b>(30,939,652)</b> | <b>(33,281,256)</b> | <b>(37,970,610)</b> | <b>(36,646,332)</b> |
| <b>Operating expenses</b>           |                     |                     |                     |                     |
| Employee benefits                   | 11,027,189          | 11,141,947          | 15,063,737          | 14,816,853          |
| Materials and services              | 3,701,271           | 4,358,556           | 5,708,545           | 5,729,143           |
| Contracts                           | 5,160,796           | 5,529,415           | 9,565,842           | 6,787,620           |
| Depreciation and amortisation       | 6,204,661           | 5,921,377           | 8,081,000           | 8,081,000           |
| Finance expenses                    | 204,762             | 235,688             | 331,869             | 331,869             |
| Other expenses                      | 685,536             | 971,131             | 1,188,582           | 1,308,742           |
| <b>Total operating expenses</b>     | <b>26,984,215</b>   | <b>28,158,114</b>   | <b>39,939,575</b>   | <b>37,055,227</b>   |
| <b>Underlying deficit/(surplus)</b> | <b>(3,955,437)</b>  | <b>(5,123,142)</b>  | <b>1,968,965</b>    | <b>408,895</b>      |

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|                                       |                    |                    |                     |                    |
|---------------------------------------|--------------------|--------------------|---------------------|--------------------|
| <b>Capital revenue</b>                |                    |                    |                     |                    |
| Capital grants - state                | (3,273,592)        | (2,293,832)        | (7,860,529)         |                    |
| Capital grants - federal              | (1,365,880)        | (903,236)          | (3,703,236)         | (6,328,000)        |
| Net gain / loss on disposal of assets |                    | (352,971)          | (459,500)           | (459,500)          |
| <b>Total capital revenue</b>          | <b>(4,639,472)</b> | <b>(3,550,039)</b> | <b>(12,023,265)</b> | <b>(6,787,500)</b> |
| <b>Capital expenses</b>               |                    |                    |                     |                    |
| Net gain / loss on disposal of assets | 46,998             |                    |                     |                    |
| <b>Total capital expenses</b>         | <b>46,998</b>      |                    |                     |                    |
| <b>Operating deficit/(surplus)</b>    | <b>(8,547,911)</b> | <b>(8,673,181)</b> | <b>(10,054,300)</b> | <b>(6,378,605)</b> |

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## Financial Position Statement

The information below provides details on the financial position or balance sheet as at 31 March 2013.

### Balance Sheet

March 2013

|                                             | Actual YTD           | Forecast Budget      | Original Budget      |
|---------------------------------------------|----------------------|----------------------|----------------------|
| <b>Current assets</b>                       |                      |                      |                      |
| Cash and cash equivalents                   | 13,635,776           | 5,066,000            | 5,066,000            |
| Trade and other receivables                 | 5,804,920            | 2,504,999            | 2,504,999            |
| Inventories                                 | 211,847              | 171,999              | 171,999              |
| <b>Total current assets</b>                 | <b>19,652,543</b>    | <b>7,742,998</b>     | <b>7,742,998</b>     |
| <b>Non-current assets</b>                   |                      |                      |                      |
| Other non-current assets                    | 376,712              | 441,000              | 441,000              |
| Property, infrastructure, plant & equipment | 249,798,915          | 235,724,001          | 235,724,001          |
| <b>Total non-current assets</b>             | <b>250,175,627</b>   | <b>236,165,001</b>   | <b>236,165,001</b>   |
| <b>Total assets</b>                         | <b>269,828,170</b>   | <b>243,907,999</b>   | <b>243,907,999</b>   |
| <b>Current liabilities</b>                  |                      |                      |                      |
| Trade and other payables                    | (2,181,705)          | (1,567,000)          | (1,567,000)          |
| Interest-bearing loans and borrowings       | (102,830)            | (486,000)            | (486,000)            |
| Trust                                       | (272,289)            | (229,999)            | (229,999)            |
| Provisions                                  | (3,563,715)          | (3,514,999)          | (3,514,999)          |
| <b>Total current liabilities</b>            | <b>(6,120,539)</b>   | <b>(5,797,998)</b>   | <b>(5,797,998)</b>   |
| <b>Non-current liabilities</b>              |                      |                      |                      |
| Trade and other payables                    | (92,032)             |                      |                      |
| Interest-bearing loans and borrowings       | (3,796,432)          | (4,770,000)          | (4,770,000)          |
| Provisions                                  | (3,706,065)          | (4,527,000)          | (4,527,000)          |
| <b>Total non-current liabilities</b>        | <b>(7,594,529)</b>   | <b>(9,297,000)</b>   | <b>(9,297,000)</b>   |
| <b>Total liabilities</b>                    | <b>(13,715,068)</b>  | <b>(15,094,998)</b>  | <b>(15,094,998)</b>  |
| <b>Net assets</b>                           | <b>256,113,102</b>   | <b>228,813,001</b>   | <b>228,813,001</b>   |
| <b>Equity</b>                               |                      |                      |                      |
| Accumulated surplus                         | (99,760,049)         | (101,496,001)        | (101,496,001)        |
| Asset revaluation reserve                   | (145,850,209)        | (122,205,000)        | (122,205,000)        |
| Other reserves                              | (10,944,246)         | (5,112,000)          | (5,112,000)          |
| <b>Total equity</b>                         | <b>(256,554,504)</b> | <b>(228,813,001)</b> | <b>(228,813,001)</b> |

## Capital Works Statement

The information below provides details on the capital works expenditure as at 31 March 2013.

### Capital Works

March 2013

| Category                      | Actual YTD       | Budget YTD        | Forecast Budget   | Original Budget   |
|-------------------------------|------------------|-------------------|-------------------|-------------------|
| Bridge & Culvert              | 759,776          | 1,496,467         | 1,838,467         | 1,368,000         |
| Building Habitable Structures | 476,324          | 1,774,147         | 10,669,486        | 5,300,000         |
| Drainage                      | 248,584          | 486,630           | 575,864           | 895,000           |
| Footpath and Cycleways        | 298,303          | 421,355           | 761,837           | 300,000           |
| Kerb & Channelling            | 97,461           | 87,003            | 149,000           | 75,000            |
| Land Improvements - Parks     | 85,361           | 65,802            | 73,286            | 255,000           |
| Off Street Car Parking        | 72,063           | 148,015           | 231,323           | -                 |
| Other Structures              | 1,001,937        | 1,064,862         | 1,561,490         | 1,128,665         |
| Plant & Equipment             | 1,731,919        | 1,613,664         | 2,124,660         | 2,305,400         |
| Roads                         | 3,223,003        | 3,230,229         | 4,255,855         | 4,330,000         |
| <b>Capital Works Total</b>    | <b>7,994,730</b> | <b>10,388,174</b> | <b>22,241,268</b> | <b>15,957,065</b> |

## Capital Works and Major Projects Programme Update

The capital works and major projects budget for the 2012/13 financial year is \$16.277 million of which \$15.957 million relates to capital asset works.

Through the monthly reporting, project managers have generally indicated that projects are mostly on track to be completed by June 2013, and that there are no identified major budget issues.

A number of programmes and projects have been identified for deferral, which include the Street Light Renewal Programme, Open Space Renewal Programme, Events Equipment Renewal Programme, renewal of Council's two-way radio system, Thomson Street Outfall Upgrade project in Apollo Bay. Other programmes and projects have had funding allocations reduced. Further details can be seen in the attached Deferral Report. The reasoning for the deferral and reduction of the Capital Works and Major Projects Programme budget relates to Council's efforts to source funds for the Defined Benefits Superannuation call. Overall the Capital Works and Major Projects Programme budget was reduced by \$693,983.

A new project has been included in the program, which is to be funded via reduction of the footpath renewal programme. This project involved the construction of a gravel footpath along Queen Street between Aireys Street and Slater Street, Elliminyt. The project cost was estimated to cost \$27,000, however the actual cost of the completed works was approximately

\$38,000. The completion of this project will provide a safe pedestrian pathway on a particularly dangerous section of Queen Street. The reduction of the footpath renewal programme will result in three (3) sections of footpath scheduled for renewal this financial year to be deferred.

Overall projects are progressing well and indicate project completion will be achieved by June 2013 for the majority. To date there are 4 projects identified as behind schedule, however at this stage it is anticipated only one (1) will not be completed within the financial year. This project is for the Tender and Acquisition of the Apollo Bay Harbour Dredge. This project is fully funded by the Department of Transport. The other three (3) projects identified as behind schedule are still expected to be completed within the financial year.

There are also projects that will extend over multiple years including the Blue Water Fitness Stadium redevelopment. This project in particular has an impact on the reporting of expenditure relating to Capital Works and Major Projects, as the full project cost of approximately \$8million will not be fully spent within this financial year, and will require carry over. The impact of this relates to the reporting of actual expenditure versus budgeted expenditure for Council's programme, and significantly skews the actual position of Council's performance.

To date, total expenditure of the Capital Works and Major Projects program is at approximately \$7.5 million. While the level of expenditure is not high compared with the budget of \$21 million, this is largely contributed to the budgeting of the Blue Water Fitness Centre. When this project is excluded from the budget amounts, Council's expenditure position is more in line with expectations, being approximately 60%.

## Significant budget variations

A budget is an estimate or expectation of Council's performance over the course of the financial year. It is expected that as the year progresses the actual performance of Council will vary from the original budget. These changes are recognised as variations and are included as a forecast budget. As part of the second quarter review the value of the carried forward projects (as a significant variation to the adopted budget) has been recognised in the forecast budget. No other significant variations have been identified.

## Carry Forward Projects

Those projects and activities that were incomplete at the end of the 2011-2012 financial year and where a commitment exists for the expenditure and/or income to be incurred/raised have been listed below.

In summary, the value of carried forward items from 2011-2012 is:

|              |            |   |           |           |
|--------------|------------|---|-----------|-----------|
| <b>Total</b> | 12,892,655 | - | 9,628,561 | 3,264,094 |
|--------------|------------|---|-----------|-----------|

| <b>Project/Activity</b>                                                                                                                    | <b>Carry-over<br/>Expense</b> | <b>Carry-over<br/>Income</b> | <b>Net Result</b> |
|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------------------|-------------------|
| <b>Major Projects</b>                                                                                                                      | <b>1,789,713</b>              | <b>-758,300</b>              | <b>1,031,413</b>  |
| Apollo Bay Harbour Master Plan Planning Scheme Amendment                                                                                   | 255,000                       | -9,500                       | 245,500           |
| Apollo Bay Library project                                                                                                                 | 487,500                       | -177,800                     | 309,700           |
| Birregurra Neighbourhood Character Study                                                                                                   | 14,744                        | 0                            | 14,743            |
| Birregurra Structure Plan Implementation                                                                                                   | 34,071                        | 0                            | 34,071            |
| Building condition audit and updated 10 year works program                                                                                 | 10,734                        | 0                            | 10,734            |
| Business Continuity                                                                                                                        | 20,200                        | 0                            | 20,200            |
| Climate Resilient Communities of the Barwon South West                                                                                     | 746,000                       | -537,500                     | 208,500           |
| Colac High School Master Plan                                                                                                              | 59,691                        | -18,000                      | 41,691            |
| Colac Marketing Strategy                                                                                                                   | 14,466                        | 0                            | 14,466            |
| Heavy Vehicle Truck Study                                                                                                                  | 58,817                        | 0                            | 58,817            |
| Main Drainage Review - Apollo Bay                                                                                                          | 8,557                         | 0                            | 8,557             |
| Resilience and Capacity Towards Adversity - Community Engagement DPCD                                                                      | 4,221                         | -3,000                       | 1,221             |
| Review Kindergarten Action Plans - Year 2                                                                                                  | 10,000                        | -10,000                      | 0                 |
| Rural Living Strategy Implementation                                                                                                       | 26,405                        | 0                            | 26,405            |
| Strategic Road Network Costing and Review                                                                                                  | 35,000                        | 0                            | 35,000            |
| Volunteering Portal Project                                                                                                                | 4,307                         | -2,500                       | 1,807             |
| <b>Additional Projects</b>                                                                                                                 | <b>9,985,933</b>              | <b>-8,319,825</b>            | <b>1,666,108</b>  |
| Active Transport Strategy                                                                                                                  | 50,000                        | -30,000                      | 20,000            |
| Advancing Country Towns Project                                                                                                            | 727,273                       | -428,000                     | 299,273           |
| Apollo Bay Recreation Reserve Change Room Upgrade - Country Football Netball Programme                                                     | 4,000                         | -4,000                       | 0                 |
| Authority Implementation - Contracts Module loading                                                                                        | 2,500                         | 0                            | 2,500             |
| Authority Implementation - Purchasing Requisitions Module loading                                                                          | 3,130                         | 0                            | 3,130             |
| BCLGRP - Rabbit Control Programme                                                                                                          | 7,668                         | -7,500                       | 168               |
| Bluewater Fitness Centre Redevelopment                                                                                                     | 8,398,811                     | -7,510,000                   | 888,811           |
| Bush tender at Barongarook Covenant property                                                                                               | 1,035                         | 0                            | 1,035             |
| Bushfire Local Planning Policy                                                                                                             | 119,960                       | 0                            | 119,960           |
| Carbon Neutral Plan Project                                                                                                                | 45,000                        | -25,000                      | 20,000            |
| Municipal Fire and Emergency Management Resourcing Programme                                                                               | 9,134                         | 0                            | 9,134             |
| Otway Districts Netball Court Redevelopment                                                                                                | 160,000                       | -145,000                     | 15,000            |
| Planned Activity Group (PAG)                                                                                                               | 16,505                        | -16,505                      | 0                 |
| Risk Register & OH&S Gap Analysis                                                                                                          | 25,520                        | 0                            | 25,520            |
| STIP Programme - Wye River Pathway                                                                                                         | 50,000                        | -30,000                      | 20,000            |
| Taskforce 23 - Stage One investigation and development of recommendation report for potential Neighbourhood Safer Places at Barwon Downs   | 23,772                        | 0                            | 23,772            |
| Taskforce 23 - Stage One investigation and development of recommendation report for potential Neighbourhood Safer Places at Carlisle River | 36,736                        | 0                            | 36,736            |

| Project/Activity                                                                                                                    | Carry-over<br>Expense | Carry-over<br>Income | Net Result       |
|-------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------|------------------|
| Taskforce 23 - Stage One investigation and development of recommendation report for potential Neighbourhood Safer Places at Forrest | 56,475                | 0                    | 56,475           |
| Tennis Court Reconstruction - Beeac                                                                                                 | 140,000               | -84,729              | 55,271           |
| Warncoort Tennis Club Shed construction                                                                                             | 19,091                | -19,091              | 0                |
| Improving Liveability for Older People (ILOP)                                                                                       | 89,323                | -20,000              | 69,323           |
| <b>Capital</b>                                                                                                                      | <b>1,117,009</b>      | <b>-550,436</b>      | <b>566,573</b>   |
| Beeac Street Lighting                                                                                                               |                       | -3,236               | -3,236           |
| Birregurra Toilet Upgrade                                                                                                           | 90,086                | 0                    | 90,086           |
| Cressy Upgrade                                                                                                                      | 14,573                | -20,000              | -5,427           |
| Hordern Vale Hall Upgrade                                                                                                           | 1,583                 | -30,000              | -28,417          |
| Lake Colac Redevelopment Stage 2                                                                                                    | 28,028                | -5,000               | 23,028           |
| Old Beechy Rail Trail                                                                                                               | 399,915               | -250,000             | 149,915          |
| Sealed Roads - Upgrade - Sinclair Street South Construction (special charge scheme)                                                 |                       | -182,200             | -182,200         |
| Tennis Court Resurface Programme - Barwon Downs Tennis Court Reseal                                                                 | 16,055                | -30,000              | -13,945          |
| Tennis Court Resurface Programme - Forreest Tennis Court Reseal                                                                     | 13,682                | -30,000              | -16,318          |
| Pascoe Street car park                                                                                                              | 82,620                | 0                    | 82,620           |
| Bridge Renewal Programme - Country Roads & Bridges                                                                                  | 470,467               | 0                    | 470,467          |
| <b>Grand Total</b>                                                                                                                  | <b>12,892,655</b>     | <b>-9,628,561</b>    | <b>3,264,094</b> |

### Forecast Changes

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

The majority of changes have occurred in order to address the payment of the Defined Benefits Superannuation Call, however there were also a number of projects that were budgeted for in 2011-2012 period have been brought forward to the 2012-2013 financial year to assist with the cash flow deficit from the 2011-2012 period.

In addition, there has been a reduction in the footpath replacement programme to provide funding for a new (and previously unbudgeted for) gravel footpath to be constructed along Queen Street.

| Project                          | Details                                                                                                                                                                                                                                                   | Income          | Expenditure           |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------------|
| Two way radio system replacement | The project has been deferred for consideration in future budgets as it is felt that additional project investigation is required to be undertaken in conjunction with neighbouring shires to ensure compatibility of the system during emergency events. | Original<br>\$0 | Original<br>\$171,600 |
|                                  |                                                                                                                                                                                                                                                           | Revised<br>\$0  | Revised<br>\$0        |

| Project                                    | Details                                                                                                                                                                                                                                                                                                                                                                          | Income          | Expenditure             |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------------------|
| Thomson Street<br>Outfall duplication      | Early in the financial year the project scope was adjusted and split across two (2) years with year one (2012-2013) involving the detailed design for stormwater outfall duplication with works to be undertaken in the future. The budget was revised down at that point to \$97,316. This remaining budget has now been reallocated to offset the defined benefits super call. | Original<br>\$0 | Original<br>\$305,000   |
|                                            |                                                                                                                                                                                                                                                                                                                                                                                  | Revised<br>\$0  | Revised<br>\$0          |
| Footpath renewal<br>programme.             | The renewal programme budget reduced to provide funds for the construction of new gravel footpath along Queen Street between Aireys Street and Slater Street, Elliminyt. The result is the deferral of three (3) sections of footpath due for renewal.                                                                                                                           | Original<br>\$0 | Original<br>\$361,922   |
|                                            |                                                                                                                                                                                                                                                                                                                                                                                  | Revised<br>\$0  | Revised<br>\$334,922    |
| Queen Street footpath.                     | The construction of new gravel footpath along Queen Street from Aireys Street to Slater Street, Elliminyt. Funds to be sourced by reducing the footpath renewal programme by \$27,000.                                                                                                                                                                                           | Original<br>\$0 | Original<br>\$0         |
|                                            |                                                                                                                                                                                                                                                                                                                                                                                  | Revised<br>\$0  | Revised<br>\$27,000     |
| Street Light<br>Replacement<br>Programme   | This programme was deferred to allow budget reallocation to offset the Defined Benefits Super Call.                                                                                                                                                                                                                                                                              | Original<br>\$0 | Original<br>\$39,000    |
|                                            |                                                                                                                                                                                                                                                                                                                                                                                  | Revised<br>\$0  | Revised<br>\$0          |
| Open Space Renewal<br>Programme            | This programme was deferred to allow budget reallocation to offset the Defined Benefits Super Call.                                                                                                                                                                                                                                                                              | Original<br>\$0 | Original<br>\$50,000    |
|                                            |                                                                                                                                                                                                                                                                                                                                                                                  | Revised<br>\$0  | Revised<br>\$0          |
| Events Equipment<br>Renewal Programme      | This programme was deferred to allow budget reallocation to offset the Defined Benefits Super Call.                                                                                                                                                                                                                                                                              | Original<br>\$0 | Original<br>\$17,000    |
|                                            |                                                                                                                                                                                                                                                                                                                                                                                  | Revised<br>\$0  | Revised<br>\$0          |
| Gellibrand Landfill<br>Rehabilitation      | Project scope was amended from a a design and rehabilitate to design only. The reallocated funds were to offset the Defined Benefits Super Call.                                                                                                                                                                                                                                 | Original<br>\$0 | Original<br>\$215,000   |
|                                            |                                                                                                                                                                                                                                                                                                                                                                                  | Revised<br>\$0  | Revised<br>\$25,000     |
| Asphalt Renewal<br>Programme               | Programme savings identified following initial tendering of scheduled works were reallocated to offset the Defined Benefits Super Call.                                                                                                                                                                                                                                          | Original<br>\$0 | Original<br>\$70,000    |
|                                            |                                                                                                                                                                                                                                                                                                                                                                                  | Revised<br>\$0  | Revised<br>\$42,000     |
| Reseal Programme                           | Programme savings identified following initial tendering of scheduled works were reallocated to offset the Defined Benefits Super Call.                                                                                                                                                                                                                                          | Original<br>\$0 | Original<br>\$1,041,627 |
|                                            |                                                                                                                                                                                                                                                                                                                                                                                  | Revised<br>\$0  | Revised<br>\$1,033,793  |
| Sealed Road<br>Reconstruction<br>Programme | Programme savings identified with the deferral of the reconstruction of Murray Street, Apollo Bay. Budget reallocated to offset the Defined Benefits Super Call.                                                                                                                                                                                                                 | Original<br>\$0 | Original<br>\$1,817,372 |
|                                            |                                                                                                                                                                                                                                                                                                                                                                                  | Revised<br>\$0  | Revised<br>\$1,700,000  |
| Guardrail Installation<br>Programme        | Programme was reduced to provide budget reallocation to offset the Defined Benefits Super Call.                                                                                                                                                                                                                                                                                  | Original<br>\$0 | Original<br>\$100,000   |
|                                            |                                                                                                                                                                                                                                                                                                                                                                                  | Revised<br>\$0  | Revised<br>\$20,000     |
| Underground Drainage<br>Renewal Programme  | Programme was reduced to provide budget reallocation to offset the Defined Benefits Super                                                                                                                                                                                                                                                                                        | Original<br>\$0 | Original<br>\$100,000   |

| Project | Details | Income      | Expenditure      |
|---------|---------|-------------|------------------|
|         | Call.   | Revised \$0 | Revised \$50,000 |

## Cash Balance

The charts below gives an indication of how the cash balances of Council may perform over the course of the 2012-2013 financial year. The first chart, Cash at Bank Balance, portrays:

- The Estimate – which is an estimation of what the cash balance may be at the end of each month based entirely upon historical averages.
- The Actual – which is the actual balance at the end of each month of the year up to and including March 2013.
- The Floor – which is the value of Council cash balance at which point Council’s operating funds are zero (0). With cash balances below the “Floor”, Council would be using its overdraft facility.

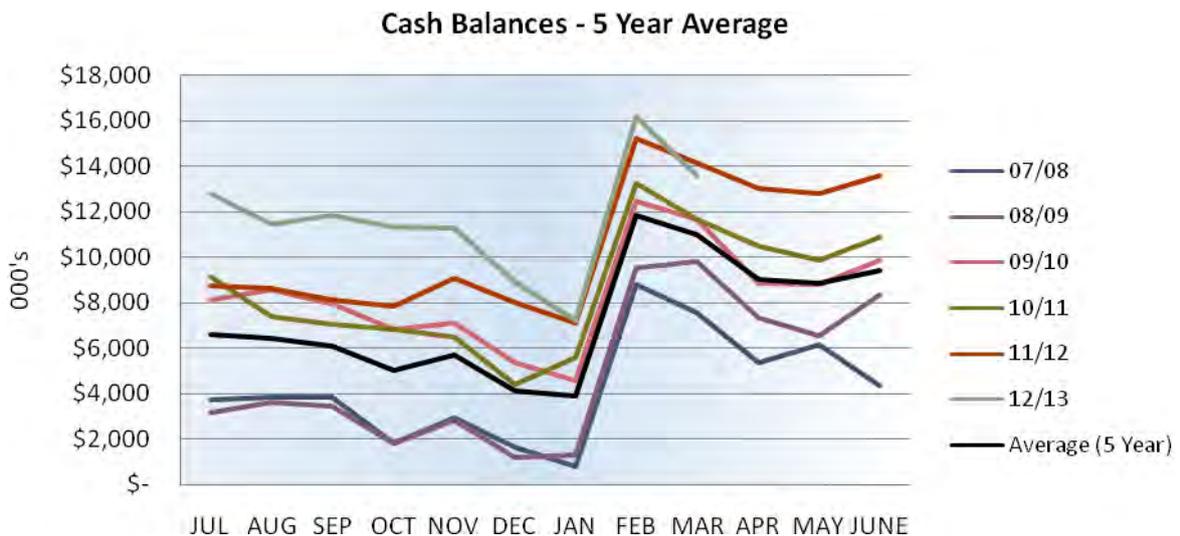
### Cash at Bank Balance



|        |           |            |           |
|--------|-----------|------------|-----------|
| Jul-12 | 9,523,766 | 12,750,015 | 2,243,211 |
| Aug-12 | 9,268,988 | 11,427,494 | 2,243,211 |

|        |            |            |           |
|--------|------------|------------|-----------|
| Sep-12 | 8,801,413  | 11,832,153 | 2,243,211 |
| Oct-12 | 7,262,613  | 11,298,860 | 2,063,709 |
| Nov-12 | 8,245,534  | 11,253,293 | 2,071,172 |
| Dec-12 | 5,949,639  | 8,918,403  | 2,078,736 |
| Jan-13 | 5,612,348  | 7,220,902  | 2,086,482 |
| Feb-13 | 17,152,622 | 16,138,077 | 2,086,482 |
| Mar-13 | 15,887,419 | 13,535,986 | 2,086,482 |

The following chart provides details on the cash balances at month end for the five (5) years prior to the 2012-2013 financial year. The chart also includes the five (5) year average of those cash balances.



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

- Ensures it is in a position to undertake the necessary changes to make business more efficient;
- Seeks other and opportunistic revenue generation opportunities, such as grants funding, structured borrowing strategies, charge schemes and other entrepreneurial activities.

Given the level of expected future demands on Council and the level of current reserves, Council must critically evaluate its resource capability before any commitment is made to additional works or projects, regardless of the opportunity it may offer. Council needs to vigilantly adhere to the principles of planning and “whole of life” considerations before committing to funding any new or expanded activities.

## Investment Report

| TOTAL PORTFOLIO                     |       |        |       |
|-------------------------------------|-------|--------|-------|
| Total                               | 3.00% | 4.25 % | 3.32% |
| GENERAL INVESTMENTS                 |       |        |       |
| At-Call Deposits                    | 3.00% | 3.00%  | 3.00% |
| Total                               | 3.00% | 3.00%  | 3.00% |
| LONG SERVICE LEAVE INVESTMENT       |       |        |       |
| Total                               | 3.00% | 4.25%  | 3.63% |
| PERFORMANCE BENCHMARK               |       |        |       |
| Reserve Bank of Australia Cash Rate | 3.00% | 3.00%  | 3.00% |
| 90-Day Bank Bill Index              | 3.00% | 3.05%  | 3.03% |

Funds have predominately been held At-Call for the duration of this quarter.

The portfolio has performed at the same rate as the Reserve Bank of Australia (RBA) cash rate (3.00%) and slightly below the average 90-day bank bill index (3.03%).

The balance of Council's Investment Portfolio at the end of the quarter was approximately \$13.33 million.

## Underlying result

The underlying operating result is a measure of the capacity of a municipality to finance recurrent services, pay debt interest and meet the cost of asset use (depreciation). Continuing deficits indicate that the asset base is being eroded and that insufficient resources are being allocated to meeting current service demands.

The model utilised by Colac Otway Shire to calculate the underlying operating result is to deduct from the operating surplus/deficit shown in the Income Statement: capital grants, cash contributions (e.g. developer contributions) contributed non-cash assets; asset revaluations and other "once off" adjustments.

The underlying result for the Colac Otway Shire is displayed below.

|                                     | March<br>Actual YTD | March<br>Budget YTD | Forecast<br>Budget | Original Budget |
|-------------------------------------|---------------------|---------------------|--------------------|-----------------|
| Underlying result (surplus)/deficit | (3,955,437)         | (5,123,142)         | 1,968,965          | 408,895         |

## **Audit Committee**

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

The audit committee meets four (4) times per annum and as at 31 March 2013 has met on two (2) occasions this financial year.

Council's internal audit function reports to the audit committee and conducts regular audits on activities such as those related to the purchasing of goods and services, various risks to Council and the quality and effectiveness of Council's services. In addition four (4) major audits are conducted by external auditors each year. Council has appointed Crowe Horwath as the external audit provider for the period July 2012 to June 2015.

An audit plan for this period along with detailed audit plans for the five (5) audits to be conducted during the 2012-2013 financial year have been prepared. Internal audits for Fraud Risk Management and Control along with a Payroll Review have been completed during the quarter. A further audit concerning the Information Technology Environment has commenced and is expected to be finalised in the last quarter.

A further two audits are currently in the planning phase and will be conducted over the remainder of the financial year.

## Service Summary

The information in the following pages provides an indication of the income and expense attributed to each department, business unit and section of Council as at 31 March 2013.

| Department                                           | Business Unit                                                |         | March<br>Actual YTD | March<br>Budget YTD | Forecast<br>Budget  |
|------------------------------------------------------|--------------------------------------------------------------|---------|---------------------|---------------------|---------------------|
| <b>Chief Executive Office</b>                        |                                                              |         | <b>841,059</b>      | <b>833,597</b>      | <b>1,068,620</b>    |
| <b>CEO</b>                                           |                                                              |         | <b>466,220</b>      | <b>444,955</b>      | <b>606,093</b>      |
|                                                      | <i>Executive Office Section</i>                              |         | <b>363,127</b>      | <b>318,243</b>      | <b>434,133</b>      |
|                                                      |                                                              | Expense | 364,807             | 318,243             | 434,133             |
|                                                      |                                                              | Income  | (1,680)             | 0                   | 0                   |
|                                                      | <i>Public Relations &amp; Marketing Section</i>              |         | <b>103,093</b>      | <b>126,712</b>      | <b>171,960</b>      |
|                                                      |                                                              | Expense | 103,093             | 126,712             | 171,960             |
| <b>Council</b>                                       |                                                              |         | <b>374,839</b>      | <b>388,642</b>      | <b>462,527</b>      |
|                                                      | <i>Elected Members Section</i>                               |         | <b>374,839</b>      | <b>388,642</b>      | <b>462,527</b>      |
|                                                      |                                                              | Expense | 375,160             | 388,642             | 475,527             |
|                                                      |                                                              | Income  | (321)               | 0                   | (13,000)            |
| <b>Corporate &amp; Community Services</b>            |                                                              |         | <b>(11,810,343)</b> | <b>(13,247,094)</b> | <b>(26,620,889)</b> |
| <b>Corporate &amp; Community Services Management</b> |                                                              |         | <b>682,513</b>      | <b>745,786</b>      | <b>976,317</b>      |
|                                                      | <i>Corporate &amp; Community Services Management Section</i> |         | <b>216,796</b>      | <b>250,320</b>      | <b>332,665</b>      |
|                                                      |                                                              | Expense | 241,866             | 275,436             | 357,915             |
|                                                      |                                                              | Income  | (25,070)            | (25,116)            | (25,250)            |
|                                                      | <i>Library Section</i>                                       |         | <b>465,717</b>      | <b>495,466</b>      | <b>643,652</b>      |
|                                                      |                                                              | Expense | 482,482             | 509,228             | 659,152             |
|                                                      |                                                              | Income  | (16,765)            | (13,762)            | (15,500)            |
| <b>Finance &amp; Customer Service</b>                |                                                              |         | <b>(15,987,307)</b> | <b>(17,873,778)</b> | <b>(32,748,759)</b> |
|                                                      | <i>Customer Service Section</i>                              |         | <b>300,374</b>      | <b>313,902</b>      | <b>428,392</b>      |
|                                                      |                                                              | Expense | 300,672             | 315,001             | 429,892             |
|                                                      |                                                              | Income  | (297)               | (1,099)             | (1,500)             |
|                                                      | <i>Financial Services Section</i>                            |         | <b>(1,093,538)</b>  | <b>(3,399,795)</b>  | <b>(4,447,362)</b>  |
|                                                      |                                                              | Expense | 1,208,247           | 1,263,586           | 1,636,798           |
|                                                      |                                                              | Income  | (2,301,786)         | (4,663,381)         | (6,084,160)         |
|                                                      | <i>Property &amp; Rates Section</i>                          |         | <b>(20,524,111)</b> | <b>(20,707,027)</b> | <b>(20,850,672)</b> |
|                                                      |                                                              | Expense | 320,117             | 374,615             | 484,688             |
|                                                      |                                                              | Income  | (20,844,228)        | (21,081,642)        | (21,335,360)        |
|                                                      | <i>Vic Roads Section</i>                                     |         | <b>(1,609)</b>      | <b>(2,235)</b>      | <b>(3,052)</b>      |
|                                                      |                                                              | Income  | (1,609)             | (2,235)             | (3,052)             |
|                                                      | <i>Accounting Adjustments Section</i>                        |         | <b>5,331,578</b>    | <b>5,921,377</b>    | <b>(7,876,065)</b>  |
|                                                      |                                                              | Expense | 4,938,908           | 5,921,377           | (7,876,065)         |
|                                                      |                                                              | Income  | 392,670             | 0                   | 0                   |
| <b>Health &amp; Community Services</b>               |                                                              |         | <b>452,392</b>      | <b>436,660</b>      | <b>598,177</b>      |
|                                                      | <i>Children &amp; Family Services Section</i>                |         | <b>160,749</b>      | <b>160,732</b>      | <b>218,735</b>      |
|                                                      |                                                              | Expense | 548,598             | 524,189             | 710,535             |
|                                                      |                                                              | Income  | (387,849)           | (363,457)           | (491,800)           |
|                                                      | <i>Health &amp; Community Service Management Section</i>     |         | <b>134,921</b>      | <b>170,288</b>      | <b>228,747</b>      |
|                                                      |                                                              | Expense | 134,921             | 170,288             | 228,747             |
|                                                      | <i>Public Health Section</i>                                 |         | <b>69,038</b>       | <b>124,810</b>      | <b>176,865</b>      |

| Department | Business Unit                                                   |         | March<br>Actual YTD | March<br>Budget YTD | Forecast<br>Budget |
|------------|-----------------------------------------------------------------|---------|---------------------|---------------------|--------------------|
|            |                                                                 | Expense | 189,505             | 222,772             | 301,465            |
|            |                                                                 | Income  | (120,466)           | (97,962)            | (124,600)          |
|            | <i>Rural Access Section</i>                                     |         | <b>(8,490)</b>      | <b>621</b>          | <b>842</b>         |
|            |                                                                 | Expense | 44,998              | 49,027              | 66,901             |
|            |                                                                 | Income  | (53,488)            | (48,406)            | (66,059)           |
|            | <i>Transport Connections</i>                                    |         | <b>(15,035)</b>     | <b>2</b>            | <b>0</b>           |
|            |                                                                 | Expense | 47,289              | 52,330              | 71,413             |
|            |                                                                 | Income  | (62,324)            | (52,328)            | (71,413)           |
|            | <i>Older Persons &amp; Ability Support Services<br/>Section</i> |         | <b>111,209</b>      | <b>(19,793)</b>     | <b>(27,012)</b>    |
|            |                                                                 | Expense | 1,581,897           | 1,464,648           | 1,998,830          |
|            |                                                                 | Income  | (1,470,688)         | (1,484,441)         | (2,025,842)        |
|            | <b>Information Services</b>                                     |         | <b>1,021,438</b>    | <b>1,066,508</b>    | <b>1,443,776</b>   |
|            | <i>Information Management<br/>Section</i>                       |         | <b>207,658</b>      | <b>220,534</b>      | <b>302,529</b>     |
|            |                                                                 | Expense | 207,658             | 220,534             | 302,529            |
|            | <i>Information Services Unit Section</i>                        |         | <b>813,781</b>      | <b>845,974</b>      | <b>1,141,247</b>   |
|            |                                                                 | Expense | 817,032             | 848,708             | 1,144,247          |
|            |                                                                 | Income  | (3,252)             | (2,734)             | (3,000)            |
|            | <b>Organisation Support &amp; Development</b>                   |         | <b>863,319</b>      | <b>983,235</b>      | <b>1,236,484</b>   |
|            | <i>Human Resources Section</i>                                  |         | <b>210,047</b>      | <b>317,461</b>      | <b>430,530</b>     |
|            |                                                                 | Expense | 211,866             | 317,461             | 430,530            |
|            |                                                                 | Income  | (1,818)             | 0                   | 0                  |
|            | <i>Organisational Development<br/>Section</i>                   |         | <b>203,246</b>      | <b>222,256</b>      | <b>317,279</b>     |
|            |                                                                 | Expense | 203,246             | 222,256             | 317,279            |
|            | <i>Risk Management Section</i>                                  |         | <b>450,026</b>      | <b>443,518</b>      | <b>488,675</b>     |
|            |                                                                 | Expense | 460,083             | 465,502             | 518,675            |
|            |                                                                 | Income  | (10,057)            | (21,984)            | (30,000)           |
|            | <b>Recreation Arts &amp; Culture</b>                            |         | <b>1,157,301</b>    | <b>1,394,495</b>    | <b>1,873,116</b>   |
|            | <i>Bluewater Fitness Centre Section</i>                         |         | <b>283,033</b>      | <b>325,788</b>      | <b>502,503</b>     |
|            |                                                                 | Expense | 899,637             | 895,638             | 1,262,508          |
|            |                                                                 | Income  | (616,603)           | (569,850)           | (760,005)          |
|            | <i>COPACC Section</i>                                           |         | <b>255,156</b>      | <b>264,421</b>      | <b>360,561</b>     |
|            |                                                                 | Expense | 706,231             | 695,394             | 947,426            |
|            |                                                                 | Income  | (451,075)           | (430,973)           | (586,865)          |
|            | <i>Other Leisure &amp; Fitness Centres<br/>Section</i>          |         | <b>30,492</b>       | <b>39,201</b>       | <b>45,110</b>      |
|            |                                                                 | Expense | 46,229              | 49,284              | 56,200             |
|            |                                                                 | Income  | (15,737)            | (10,083)            | (11,090)           |
|            | <i>Recreation &amp; Events Section</i>                          |         | <b>395,048</b>      | <b>547,328</b>      | <b>681,547</b>     |
|            |                                                                 | Expense | 415,006             | 573,365             | 716,122            |
|            |                                                                 | Income  | (19,959)            | (26,037)            | (34,575)           |
|            | <i>Recreation, Arts &amp; Culture Management<br/>Section</i>    |         | <b>193,571</b>      | <b>217,757</b>      | <b>283,395</b>     |
|            |                                                                 | Expense | 193,571             | 217,757             | 283,395            |
|            | <b>Infrastructure &amp; Services</b>                            |         | <b>2,925,964</b>    | <b>3,715,481</b>    | <b>6,196,653</b>   |
|            | <b>Capital Works Management</b>                                 |         | <b>552,515</b>      | <b>583,220</b>      | <b>783,913</b>     |
|            | <i>Capital Works Management<br/>Section</i>                     |         | <b>552,515</b>      | <b>583,220</b>      | <b>783,913</b>     |
|            |                                                                 | Expense | 563,274             | 593,345             | 797,413            |
|            |                                                                 | Income  | (10,759)            | (10,125)            | (13,500)           |
|            | <b>Infrastructure Services Management</b>                       |         | <b>196,204</b>      | <b>210,651</b>      | <b>287,477</b>     |
|            | <i>Infrastructure Services</i>                                  |         | <b>196,204</b>      | <b>210,651</b>      | <b>287,477</b>     |

| Department                                             | Business Unit |  | March<br>Actual YTD | March<br>Budget YTD | Forecast<br>Budget |
|--------------------------------------------------------|---------------|--|---------------------|---------------------|--------------------|
| <i>Management Section</i>                              |               |  |                     |                     |                    |
|                                                        | Expense       |  | 196,204             | 210,651             | 287,477            |
| <b>Major Contracts</b>                                 |               |  | <b>(473,555)</b>    | <b>(424,661)</b>    | <b>826,234</b>     |
| <i>Aerodrome Section</i>                               |               |  |                     |                     |                    |
|                                                        | Expense       |  | 15,399              | 13,893              | 18,910             |
|                                                        | Income        |  | 21,042              | 15,835              | 21,560             |
|                                                        |               |  | (5,643)             | (1,942)             | (2,650)            |
| <i>Contract Management Section</i>                     |               |  |                     |                     |                    |
|                                                        |               |  | <b>203,601</b>      | <b>196,997</b>      | <b>246,263</b>     |
|                                                        | Expense       |  | 213,079             | 215,488             | 271,263            |
|                                                        | Income        |  | (9,478)             | (18,491)            | (25,000)           |
| <i>Waste Management Section</i>                        |               |  |                     |                     |                    |
|                                                        |               |  | <b>(692,555)</b>    | <b>(635,551)</b>    | <b>561,061</b>     |
|                                                        | Expense       |  | 2,082,715           | 2,138,145           | 3,412,539          |
|                                                        | Income        |  | (2,775,270)         | (2,773,696)         | (2,851,478)        |
| <b>Plant Operations</b>                                |               |  | <b>(908,573)</b>    | <b>(795,367)</b>    | <b>(1,149,959)</b> |
| <i>Major Plant</i>                                     |               |  |                     |                     |                    |
|                                                        |               |  | <b>(625,682)</b>    | <b>(572,866)</b>    | <b>(866,039)</b>   |
|                                                        | Expense       |  | (597,045)           | (532,366)           | (812,039)          |
|                                                        | Income        |  | (28,637)            | (40,500)            | (54,000)           |
| <i>Light Fleet</i>                                     |               |  |                     |                     |                    |
|                                                        |               |  | <b>(282,891)</b>    | <b>(222,501)</b>    | <b>(283,920)</b>   |
|                                                        | Expense       |  | (282,891)           | (222,501)           | (283,920)          |
| <b>Sustainable Assets</b>                              |               |  | <b>681,297</b>      | <b>826,780</b>      | <b>1,161,042</b>   |
| <i>Council Facilities Section</i>                      |               |  |                     |                     |                    |
|                                                        |               |  | <b>293,503</b>      | <b>336,076</b>      | <b>476,349</b>     |
|                                                        | Expense       |  | 293,503             | 336,076             | 476,349            |
| <i>Sustainable Assets Management Section</i>           |               |  |                     |                     |                    |
|                                                        |               |  | <b>387,793</b>      | <b>490,704</b>      | <b>684,693</b>     |
|                                                        | Expense       |  | 387,793             | 490,704             | 684,693            |
| <b>COSWORKS (Colac Otway Shire Works)</b>              |               |  | <b>2,878,077</b>    | <b>3,314,858</b>    | <b>4,287,946</b>   |
| <i>COSWORKS Management Section</i>                     |               |  |                     |                     |                    |
|                                                        |               |  | <b>719,142</b>      | <b>690,090</b>      | <b>912,182</b>     |
|                                                        | Expense       |  | 749,880             | 710,622             | 943,704            |
|                                                        | Income        |  | (30,737)            | (20,532)            | (31,522)           |
| <i>Parks &amp; Reserves Maintenance Section</i>        |               |  |                     |                     |                    |
|                                                        |               |  | <b>926,241</b>      | <b>978,427</b>      | <b>1,279,992</b>   |
|                                                        | Expense       |  | 971,340             | 978,427             | 1,279,992          |
|                                                        | Income        |  | (45,099)            | 0                   | 0                  |
| <i>Road Maintenance Section</i>                        |               |  |                     |                     |                    |
|                                                        |               |  | <b>1,373,550</b>    | <b>1,796,249</b>    | <b>2,369,635</b>   |
|                                                        | Expense       |  | 1,373,550           | 1,796,249           | 2,369,635          |
| <i>Livestock Selling Centre Operation Section</i>      |               |  |                     |                     |                    |
|                                                        |               |  | <b>(140,856)</b>    | <b>(149,908)</b>    | <b>(273,863)</b>   |
|                                                        | Expense       |  | 305,650             | 323,751             | 466,137            |
|                                                        | Income        |  | (446,506)           | (473,659)           | (740,000)          |
| <b>Sustainable Planning &amp; Development Services</b> |               |  | <b>2,479,195</b>    | <b>2,743,788</b>    | <b>3,694,365</b>   |
| <b>Economic Development</b>                            |               |  | <b>671,692</b>      | <b>750,776</b>      | <b>1,037,820</b>   |
| <i>Business Section</i>                                |               |  |                     |                     |                    |
|                                                        |               |  | <b>269,571</b>      | <b>298,961</b>      | <b>396,788</b>     |
|                                                        | Expense       |  | 275,711             | 300,961             | 398,788            |
|                                                        | Income        |  | (6,139)             | (2,000)             | (2,000)            |
| <i>Tourism Section</i>                                 |               |  |                     |                     |                    |
|                                                        |               |  | <b>402,121</b>      | <b>451,815</b>      | <b>641,032</b>     |
|                                                        | Expense       |  | 725,281             | 670,125             | 937,777            |
|                                                        | Income        |  | (323,161)           | (218,310)           | (296,745)          |
| <b>Environment &amp; Community Safety</b>              |               |  | <b>716,258</b>      | <b>877,179</b>      | <b>1,095,583</b>   |
| <i>Emergency Management Section</i>                    |               |  |                     |                     |                    |
|                                                        |               |  | <b>168,678</b>      | <b>204,806</b>      | <b>271,088</b>     |
|                                                        | Expense       |  | 199,843             | 234,624             | 340,088            |
|                                                        | Income        |  | (31,166)            | (29,818)            | (69,000)           |
| <i>Environment Section</i>                             |               |  |                     |                     |                    |
|                                                        |               |  | <b>313,546</b>      | <b>373,639</b>      | <b>514,359</b>     |
|                                                        | Expense       |  | 316,846             | 373,639             | 514,359            |

| Department                                                   | Business Unit                                                        |         | March<br>Actual YTD | March<br>Budget YTD | Forecast<br>Budget |
|--------------------------------------------------------------|----------------------------------------------------------------------|---------|---------------------|---------------------|--------------------|
|                                                              |                                                                      | Income  | (3,300)             | 0                   | 0                  |
|                                                              | <i>Local Laws Section</i>                                            |         | <b>234,035</b>      | <b>298,734</b>      | <b>310,136</b>     |
|                                                              |                                                                      | Expense | 465,027             | 446,933             | 630,331            |
|                                                              |                                                                      | Income  | (230,992)           | (148,199)           | (320,195)          |
| <b>Planning &amp; Building</b>                               |                                                                      |         | <b>887,474</b>      | <b>890,262</b>      | <b>1,245,180</b>   |
|                                                              | <i>Building Control Section</i>                                      |         | <b>100,954</b>      | <b>94,888</b>       | <b>139,488</b>     |
|                                                              |                                                                      | Expense | 167,219             | 173,259             | 235,759            |
|                                                              |                                                                      | Income  | (66,265)            | (78,371)            | (96,271)           |
|                                                              | <i>Statutory Planning Section</i>                                    |         | <b>614,533</b>      | <b>593,205</b>      | <b>827,739</b>     |
|                                                              |                                                                      | Expense | 708,617             | 704,964             | 962,071            |
|                                                              |                                                                      | Income  | (94,084)            | (111,759)           | (134,332)          |
|                                                              | <i>Strategic Planning Section</i>                                    |         | <b>171,987</b>      | <b>202,169</b>      | <b>277,953</b>     |
|                                                              |                                                                      | Expense | 171,987             | 202,169             | 277,953            |
| <b>Sustainable Planning &amp; Development<br/>Management</b> |                                                                      |         | <b>203,771</b>      | <b>225,571</b>      | <b>315,782</b>     |
|                                                              | <i>Sustainable Planning &amp; Development<br/>Management Section</i> |         | <b>203,771</b>      | <b>225,571</b>      | <b>315,782</b>     |
|                                                              |                                                                      | Expense | 203,771             | 225,571             | 315,782            |
| <b>Grand Total</b>                                           |                                                                      |         |                     |                     |                    |

## Contracts Awarded and Tenders Advertised

### January

#### Contracts Awarded

| Contract No. | Description                 | Contractor | Value \$<br>(excluding GST) |
|--------------|-----------------------------|------------|-----------------------------|
| 1245         | Livestock Scanning Services | Scanclear  | \$1.90 per head             |

#### Tenders Advertised

| Tender No. | Description                      | Closing Date |
|------------|----------------------------------|--------------|
| 1250       | Stationery Printing Services     | 13/2/13      |
| 1254       | Beeac Tennis Courts Construction | 13/2/13      |
| 1257       | Mechanical Services Maintenance  | 13/2/13      |

### February

#### Tenders Advertised

| Tender No. | Description                                                                   | Closing Date |
|------------|-------------------------------------------------------------------------------|--------------|
| 1301       | Cleaning of Buildings, Public Conveniences & BBQs                             | 13/3/13      |
| 1306       | Consultancy Services – Climate Resilient Communities of the Barwon South West | 13/3/13      |

### March

#### Contracts Awarded

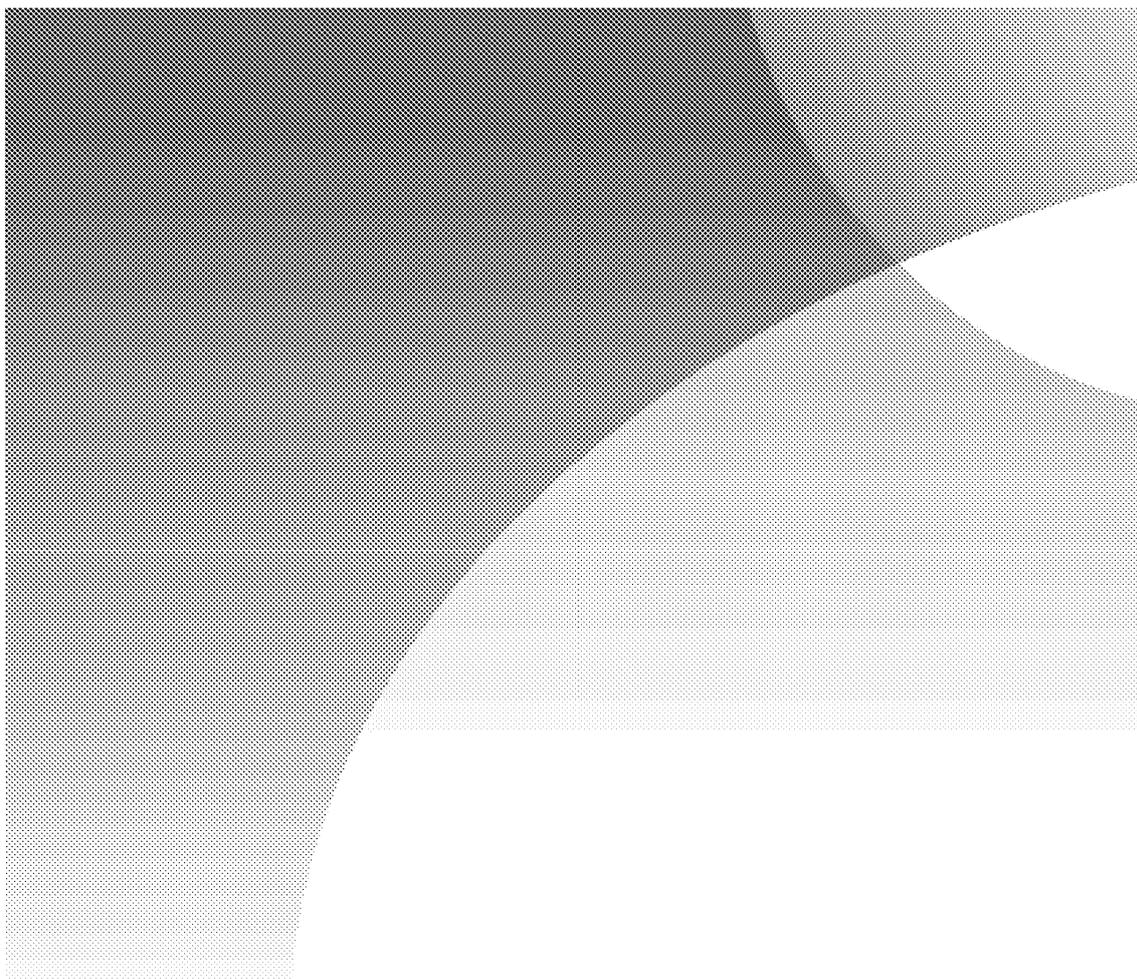
| Contract No. | Description                                                                             | Contractor                                              | Value \$<br>(excluding GST) |
|--------------|-----------------------------------------------------------------------------------------|---------------------------------------------------------|-----------------------------|
| 1212         | Apollo Bay Harbour Dredge & Workboat – Design & Construct                               | Birdon – Dredge<br>Crib Point Engineering -<br>Workboat | 1,796,167<br>719,315        |
| 1216         | Design & Construct – Colac Livestock Selling Centre – Roof Structure & Associated Works | MKM Constructions                                       | 1,491,668                   |
| 1254         | Beeac Tennis Courts Construction                                                        | Lake & Land                                             | 103,010                     |

#### Tenders Advertised

| Tender No. | Description                                             | Closing Date |
|------------|---------------------------------------------------------|--------------|
| 1307       | Design & Install Public Street Surveillance CCTV System | 27/3/13      |
| 1308       | Old Beechy Rail Trail Construction – Ditchley Gully     | 27/3/13      |
| 1309       | Supply & Deliver Four-Wheel-Drive Fairway Mower         | 27/3/13      |





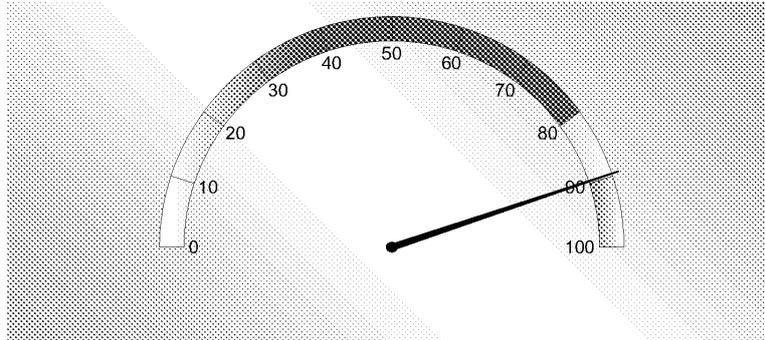


## *Quarterly Council Plan Progress Report*

*Period:* 01/01/13 - 31/03/13

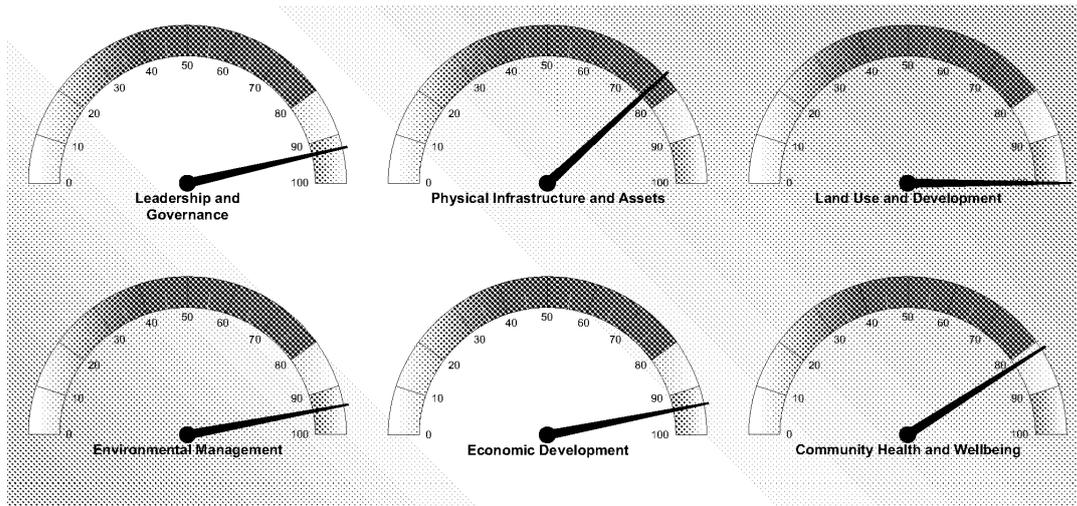


Quarterly Progress against Council Plan Actions



| Description                                          | Indicator |
|------------------------------------------------------|-----------|
| 116 Council Plan Actions reported on                 |           |
| 95 Council Plan Actions at least 90% of target       |           |
| 5 Council Plan Actions between 70% and 90% of target |           |
| 16 Council Plan Actions less than 70% of target      |           |
| 0 Council Plan Actions with no target set & ongoing  |           |

Overall Progress against Key Result Areas in Council Plan



| KEY RESULT AREA                       | NO. OF COUNCIL PLAN ACTIONS REPORTED | NO. OF ACTIONS AT LEAST 90% OF TARGET | NO. OF ACTIONS BETWEEN 70 & 90% OF TARGET | NO. OF ACTIONS LESS THAN 70% OF TARGET | NUMBER OF ONGOING ACTIONS | ACTIONS WITH NO TARGET |
|---------------------------------------|--------------------------------------|---------------------------------------|-------------------------------------------|----------------------------------------|---------------------------|------------------------|
| 1. Leadership and Governance          | 27                                   | 23                                    | 1                                         | 3                                      | 0                         | 0                      |
| 2. Physical Infrastructure and Assets | 19                                   | 10                                    | 3                                         | 6                                      | 0                         | 0                      |
| 3. Land Use and Development           | 17                                   | 17                                    | 0                                         | 0                                      | 0                         | 0                      |
| 4. Environmental Management           | 18                                   | 16                                    | 1                                         | 1                                      | 0                         | 0                      |
| 5. Economic Development               | 16                                   | 15                                    | 0                                         | 1                                      | 0                         | 0                      |
| 6. Community Health and Wellbeing     | 19                                   | 14                                    | 0                                         | 5                                      | 0                         | 0                      |



### Top 12 Council Plan Actions



Less than 70% of Action target achieved



Between 70% and 90% of Action target achieved



At least 90% of Action target achieved

| ACTION                                                                                                                                                                                                                                       | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                   | BUSINESS UNIT                                  | COMP DATE  | PROGRESS |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------------|----------|
| <b>Key Result Area:</b> 1 Leadership and Governance                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                      |                                                |            |          |
| <b>Council Plan Objective:</b> 1.1 Fulfill leadership, statutory & legal obligations to community & staff in a fair, ethical, inclusive, sustainable and financially responsible way to meet current & future needs & practical aspirations. |                                                                                                                                                                                                                                                                                                                                                      |                                                |            |          |
| <b>Council Plan Strategy:</b> 1.1.3 Provide responsible financial management.                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                      |                                                |            |          |
| 1.1.3.15 Review the ten year financial plan on an annual basis and ensure that it is integrated with Council's Asset Management Strategy.                                                                                                    | The next Long Term Financial Plan is currently being developed in conjunction with the Budget process.                                                                                                                                                                                                                                               | Corporate & Community Services GM's Office     | 30/06/2013 |          |
| <b>Council Plan Strategy:</b> 1.1.10 Meet our statutory obligations for community safety, security and responses to emergency situations.                                                                                                    |                                                                                                                                                                                                                                                                                                                                                      |                                                |            |          |
| 1.1.10.3 Undertake an annual review of the Municipal Emergency Management Plan (MEMP) from a Shire perspective and implement awareness training and readiness programs for community and staff.                                              | Municipal Emergency Management Plan reviewed and adopted by Council.                                                                                                                                                                                                                                                                                 | Sustainable Planning & Development GM's Office | 30/06/2013 |          |
| <b>Key Result Area:</b> 2 Physical Infrastructure and Assets                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                      |                                                |            |          |
| <b>Council Plan Objective:</b> 2.1 Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.                                                                                      |                                                                                                                                                                                                                                                                                                                                                      |                                                |            |          |
| <b>Council Plan Strategy:</b> 2.1.1 Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.                                                                                           |                                                                                                                                                                                                                                                                                                                                                      |                                                |            |          |
| 2.1.1.8 Review and implement Asset Management Plans to ensure that the level of funding for asset renewal, maintenance and upgrade meets the community's expectations.                                                                       | Outline business cases prepared for asset renewal programmes based on current projections. Presentation given to Council in early March outlining renewal fundamentals. Work has commenced on collecting data related to Council's buildings and facilities. This will provide the basis of refining long term financial needs for this asset class. | Sustainable Assets                             | 30/06/2013 |          |
| 2.1.1.10 Develop a 10 year capital works and major projects program according to adopted priorities.                                                                                                                                         | A 10 year capital works program structure has been developed with projects added for prioritisation each year.                                                                                                                                                                                                                                       | Capital Works                                  | 30/06/2013 |          |
| <b>Key Result Area:</b> 3 Land Use and Development                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                      |                                                |            |          |



Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| Item                                                                                                                                                                                                                                        | Strategic Objective                                                                                                                                                                                                                                                                            | Strategic Initiative           | Strategic Priority | Strategic Program |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------|-------------------|
| <b>Council Plan Objective:</b> 3.1 Engage, plan & make decisions about land use & development that takes into account Council's regulatory role, diverse geography, social, community, economic & environmental impacts now & in the future |                                                                                                                                                                                                                                                                                                |                                |                    |                   |
| <b>Council Plan Strategy:</b> 3.1.1 Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community.                                                                                    |                                                                                                                                                                                                                                                                                                |                                |                    |                   |
| 3.1.1.4 Finalise a Rural Living Strategy and implement findings.                                                                                                                                                                            | The Rural Living Strategy was finalised and adopted by Council in December 2011. The planning scheme amendment (C69) which implements the Strategy's recommendations was adopted by Council at the January 2013 meeting and forwarded to the Planning Minister for approval.                   | Planning & Building Services   | 30/06/2013         |                   |
| 3.1.1.5 Finalise and implement a car parking study for Colac & Apollo Bay.                                                                                                                                                                  | The Colac and Apollo Bay Car Parking Strategy was finalised and adopted by Council in December 2011. A planning scheme amendment to implement its findings (C72) was placed on exhibition in March 2013, with submissions due in April.                                                        | Planning & Building Services   | 30/06/2013         |                   |
| <b>Key Result Area:</b> 4 Environmental Management                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                |                                |                    |                   |
| <b>Council Plan Objective:</b> 4.1 Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.                                                    |                                                                                                                                                                                                                                                                                                |                                |                    |                   |
| <b>Council Plan Strategy:</b> 4.1.1 Develop a coordinated approach to managing environmental issues across all Council activities.                                                                                                          |                                                                                                                                                                                                                                                                                                |                                |                    |                   |
| 4.1.1.2 Implementation of the Environment Strategy.                                                                                                                                                                                         | The Environment Strategy continues to be implemented via the completion of the actions set out in the 2010-2012 action plan. Recent actions include exotic tree removal along Barongarook Creek. The 2013-2015 Environment Action Plan has been developed and will be finalised in April 2013. | Environment & Community Safety | 30/06/2013         |                   |
| <b>Council Plan Strategy:</b> 4.1.5 Promote environmental values in the broader community and work with other stakeholders on managing large scale issues in accordance with the process identified in the Environment Strategy 2010-2016.  |                                                                                                                                                                                                                                                                                                |                                |                    |                   |
| 4.1.5.8 Encourage energy efficiency including the use of renewable and alternative energy sources.                                                                                                                                          | A report was submitted to Council in January seeking support for the funding of the street smart lighting program. Council supported the recommendation and works are expected to start on changing over the globes in Colac Otway Shire by June 2013.                                         | Environment & Community Safety | 30/06/2013         |                   |
| <b>Key Result Area:</b> 5 Economic Development                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                |                                |                    |                   |
| <b>Council Plan Objective:</b> 5.1 Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.                                                                            |                                                                                                                                                                                                                                                                                                |                                |                    |                   |



Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| Strategy                                                                                                                                                                                                                                                                                           | Project/Initiative                                                                                                                                                                                                       | Category                      | Completion Date | Progress |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------|----------|
| <b>Council Plan Strategy:</b> 5.1.3 Support local business to develop and succeed.                                                                                                                                                                                                                 |                                                                                                                                                                                                                          |                               |                 |          |
| 5.1.3.6 Enhance Colac's regional service centre status through the development of a Marketing strategy.                                                                                                                                                                                            | Brand collateral purchased. New Colac promotional booklet and TV advertising in production stage.                                                                                                                        | Economic Development          | 30/06/2013      |          |
| <b>Council Plan Strategy:</b> 5.1.5 Participate in regional and Shire based marketing and promotion initiatives designed to promote 'brand awareness' of the Colac Otways and Great Ocean Road region.                                                                                             |                                                                                                                                                                                                                          |                               |                 |          |
| 5.1.5.4 Continue to provide strategic support to tourism including operation of the Colac and Apollo Bay Visitor Information Centres and provision of funding to Otways Tourism.                                                                                                                   | New Otways brand completed and in use. Met with Visitor information Centre Coordinators fortnightly. Visited each centre to review operations. Met with Tourism Development Officer regularly for support and direction. | Economic Development          | 30/06/2013      |          |
| <b>Key Result Area:</b> 6 Community Health and Wellbeing                                                                                                                                                                                                                                           |                                                                                                                                                                                                                          |                               |                 |          |
| <b>Council Plan Objective:</b> 6.1 Promote community health & wellbeing in partnership with other health services to provide a broad range of customer focussed health, recreation, cultural & community amenities, services and facilities                                                        |                                                                                                                                                                                                                          |                               |                 |          |
| <b>Council Plan Strategy:</b> 6.1.1 Provide, facilitate or advocate for a range of health, recreation, community services and facilities                                                                                                                                                           |                                                                                                                                                                                                                          |                               |                 |          |
| 6.1.1.36 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. | Funding received for the Colac Secondary College Community Sports Field. This project is likely to commence in May 2013.                                                                                                 | Recreation, Arts and Culture  | 30/06/2013      |          |
| <b>Council Plan Strategy:</b> 6.1.3 Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community.                                                                                                                                                 |                                                                                                                                                                                                                          |                               |                 |          |
| 6.1.3.17 Implement and promote the Municipal Public Health Plan.                                                                                                                                                                                                                                   | This quarter has been devoted to planning and consultation for the new Council Health & Wellbeing Plan, which is to be developed as part of the G21 Region Health & Wellbeing Plan.                                      | Health and Community Services | 30/06/2013      |          |



### Council Plan Actions



Less than 70% of Action target achieved



Between 70% and 90% of Action target achieved



At least 90% of Action target achieved

| ACTION                                                                                                                                                                                                                                      | EXECUTIVE COMMITTEE                                                                                                                                                                       | BUSINESS UNIT                              | COMP DATE  | PROGRESS |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------|----------|
| <b>Key Result Area:</b> 1 Leadership and Governance                                                                                                                                                                                         |                                                                                                                                                                                           |                                            |            |          |
| <b>Council Plan Objective:</b> 1.1 Fulfil leadership, statutory & legal obligations to community & staff in a fair, ethical, inclusive, sustainable and financially responsible way to meet current & future needs & practical aspirations. |                                                                                                                                                                                           |                                            |            |          |
| <b>Council Plan Strategy:</b> 1.1.1 Lead the community in responding to the current and long term sustainability challenges facing the municipality.                                                                                        |                                                                                                                                                                                           |                                            |            |          |
| 1.1.1.5 Review and where possible, simplify Council's Local Laws.                                                                                                                                                                           | The review of Local Laws continues to progress. To be completed in 2013.                                                                                                                  | Corporate & Community Services GM's Office | 30/06/2013 |          |
| 1.1.1.9 Review of Council's Policies.                                                                                                                                                                                                       | The first batch of policies has been reviewed by Management. Expected to go to Council in May/June.                                                                                       | Corporate & Community Services GM's Office | 30/06/2013 |          |
| <b>Council Plan Strategy:</b> 1.1.2 Improve community engagement to ensure open, accessible, transparent planning and decision making.                                                                                                      |                                                                                                                                                                                           |                                            |            |          |
| 1.1.2.3 Conduct community forums throughout the Shire.                                                                                                                                                                                      | Meetings held regularly over specific issues and on generic issues as well. Community consultation on Council plan through local meetings, progress association discussions and Facebook. | Chief Executive Office                     | 30/06/2013 |          |
| <b>Council Plan Strategy:</b> 1.1.3 Provide responsible financial management.                                                                                                                                                               |                                                                                                                                                                                           |                                            |            |          |
| 1.1.3.5 Facilitate a strategic and integrated approach for grants applications to reduce Council's matching contribution from other than rate revenue.                                                                                      | The grants register continues to be managed, advice offered and a referral service provided for grant applicants. The grants newsletter has been distributed monthly.                     | Economic Development                       | 30/06/2013 |          |
| 1.1.3.6 Support the Audit Committee and maintain an internal audit program ensuring an Audit Plan is developed and implemented annually based on the outcomes of the Risk Profiling project.                                                | The audit plan for the 2012-2015 period has been developed in conjunction with the external audit contractor and two audits have been completed with a further one commenced.             | Finance & Customer Service                 | 30/06/2013 |          |
| 1.1.3.15 Review the ten year financial plan on an annual basis and ensure that it is integrated with Council's Asset Management Strategy.                                                                                                   | The next Long Term Financial Plan is currently being developed in conjunction with the Budget process.                                                                                    | Corporate & Community Services GM's Office | 30/06/2013 |          |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| Item                                                                                                                                                                       | Responsible Committee                                                                                                                                                                                                                                                                                                                                                | Business Unit                                  | Review Date | Progress |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-------------|----------|
| 1.1.3.20 Ensure Council's asset and financial systems meet the National Financial Reporting Framework standards required by the Federal Government by June 2013.           | System implementation discussions are currently being undertaken with a view to meeting the basic standards required by the National Framework. The National Financial Reporting Framework standards will be not be met within the current goal of June 2013.                                                                                                        | Finance & Customer Service                     | 30/06/2013  |          |
| <b>Council Plan Strategy:</b> 1.1.4 Continuously improve the services directly provided by Council.                                                                        |                                                                                                                                                                                                                                                                                                                                                                      |                                                |             |          |
| 1.1.4.4 Improve Council's Customer Service capability to increase customer satisfaction.                                                                                   | The replacement of Council's telephony systems has increased the capability of officers to provide a more directed and responsive service to those that interact with Council. Further, Council has continued its commitment to auditing Council's customer service performance and continues to seek opportunities to improve the quality of the services provided. | Finance & Customer Service                     | 30/06/2013  |          |
| 1.1.4.13 Actively promote the delivery of responsive customer service across the organisation.                                                                             | Following on from the re-branding activity performed previously the Customer Service team have undertaken workshops with Council service units to address the results of the previous Customer Service Benchmarking Survey with a view to improving the quality of the service provided to our community.                                                            | Finance & Customer Service                     | 30/06/2013  |          |
| <b>Council Plan Strategy:</b> 1.1.5 Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government. |                                                                                                                                                                                                                                                                                                                                                                      |                                                |             |          |
| 1.1.5.1 Advocate for appropriate fire prevention activities in the Great Otway National park and other public land.                                                        | Council's Municipal Emergency Management Planning Committee (MEMPC) is working with public land managers in relation to the Great Otway National Park. Further meeting scheduled with Chief Fire Commissioner to pursue the possibility of emergency community refuges and fire alarm systems.                                                                       | Sustainable Planning & Development GM's Office | 30/06/2013  |          |



Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| OBJECTIVE                                                                                                                                                                                             | RESPONSIBLE OFFICIALS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | BUSINESS UNIT                         | COMPL. DATE | PROGRESS |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------|----------|
| 1.1.5.4 Advocate and influence the development of water authorities' water supply demand policies and strategies.                                                                                     | A consultancy firm managed by Colac Otway Shire and fully funded from the Department of Sustainability and Environment (DSE) has been appointed to undertake education of the community in Wye River in relation to waste water management. The consultant is working closely with Council's Health Department and the Infrastructure Department in carrying out the work. A number of education sessions with the community have occurred since the end of December 2012 and it is also intended to door knock every premises and provide an information session and material to the residents. Council officers have also met with Barwon Water and representatives from DSE to explore how to resolve the issues. As part of awareness raising, Barwon Water has engaged a consultant to undertake a detailed investigation of the current sewer issues, which will be completed over the coming months. | Infrastructure & Services GM's Office | 30/06/2013  |          |
| 1.1.5.7 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. | Regular representations made.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Chief Executive Office                | 30/06/2013  |          |
| 1.1.5.8 Advocate for appropriate State and Federal Government funding for community priorities.                                                                                                       | Regular representations made at State and Federal levels, both as a Council and through G21 and Great South Coast lobbying processes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Chief Executive Office                | 30/06/2013  |          |
| 1.1.5.10 Participate in G21 and Great South Coast resource sharing forums and negotiations on regional strategic objectives.                                                                          | Active and effective participation in both forums.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Chief Executive Office                | 30/06/2013  |          |
| <b>Council Plan Strategy:</b>                                                                                                                                                                         | 1.1.6 Attract and retain quality staff.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                       |             |          |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| INITIATIVE                                                                                                                                                                        | RESPONSIBLE OFFICIAL(S)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | BUSINESS UNIT                          | COMPL. DATE | PROGRESS |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-------------|----------|
| 1.1.6.6 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". | Currently developing an information kit to be distributed to Careers Advisors at local schools to promote the range of careers available in local government.                                                                                                                                                                                                                                                                                                                                                                         | Organisational Support and Development | 30/06/2013  |          |
| <b>Council Plan Strategy:</b> 1.1.7 Provide a fair, safe and healthy work environment.                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                        |             |          |
| 1.1.7.8 Enhance and implement the corporate occupational health and safety systems (SafetyMap) and ensure ongoing compliance with all relevant regulations.                       | A review meeting was held with the LMI Auditor in February to assess Council's progress, particularly in those areas identified as having potential for improvement. Areas available for an increase in audit result were limited and excluded those that required inspections. Council's audit score improved by 3% from 68% to 71%, however there were a number of areas where Council has also made improvements that were not eligible for a revised score. Overall results should improve when the audit is conducted next year. | Organisational Support and Development | 30/06/2013  |          |
| <b>Council Plan Strategy:</b> 1.1.8 Continuously improve operational systems, processes and minimise risk                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                        |             |          |
| 1.1.8.15 Seek opportunities for sharing of resources and expertise across the region.                                                                                             | Active participation through G21, Great South Coast Group, Municipal Association of Victoria and Local Government Professionals (LGPro).                                                                                                                                                                                                                                                                                                                                                                                              | Chief Executive Office                 | 30/06/2013  |          |
| 1.1.8.17 Develop and implement Council's Information Services disaster recovery environment.                                                                                      | The implementation of the new Storage Area Network equipment has provided a very robust disaster recovery capability. The capability is now fully implemented, a range of testing has been conducted with more planned for May/June 2013.                                                                                                                                                                                                                                                                                             | Information Services                   | 30/06/2013  |          |
| 1.1.8.18 Implement Council's Information Communication Technology strategic plan.                                                                                                 | Action items from the strategy that were approved for implementation this financial year have been built into the Information Services Unit work plan. The work plan, a 12 month program, is on track and expected to be finalised in June 2013.                                                                                                                                                                                                                                                                                      | Information Services                   | 30/06/2013  |          |



Colac Otway Shire Council QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| OBJECTIVE                                                                                                                                                                                         | RESPONSIBLE COMMITTEE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | BUSINESS UNIT                          | COMPL. DATE | PROGRESS |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-------------|----------|
| 1.1.8.19 Review and update Council's Risk Management Policy and Procedures Manual including compliance audits.                                                                                    | Revised Terms of Reference developed for Risk Management Committee. Minutes were approved by the Committee and the Executive.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Organisational Support and Development | 30/06/2013  |          |
| 1.1.8.32 Implement the Systems and Processes Review project to ensure that systems and processes are operating effectively and providing support to eliminate risk.                               | A list of systems and processes used by the organisation has been compiled and four items have been selected for further review:<br><ul style="list-style-type: none"> <li>• Minor capital works projects (Economic Development)</li> <li>• Asset register management and maintenance (Finance &amp; Customer Service)</li> <li>• Planning referral responses to other Units e.g. Building Permit applications, Events (Planning and Building)</li> <li>• Land and Property management (Finance &amp; Customer Service)</li> </ul> These four items will be discussed at the next Management Workshop with a view to setting up small working groups to progress action. | Organisational Support and Development | 30/06/2013  |          |
| <b>Council Plan Strategy:</b> 1.1.9 Communicate regularly, effectively and honestly with the community.                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                        |             |          |
| 1.1.9.8 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. | Ongoing and outstanding media communications achieved.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Chief Executive Office                 | 30/06/2013  |          |
| 1.1.9.9 Ensure Colac Otway Shire's website is accessible, easy to navigate, utilises appropriate web technologies and contains relevant and up-to-date information.                               | Additional time is being spent bringing parts of the website up to date, however there is a limit to how much can be achieved with the current system, which no longer meets national accessibility requirements. A budget bid has been raised for a system upgrade which will improve menu structure, navigation, compatibility with social media tools and search capabilities.                                                                                                                                                                                                                                                                                        | Chief Executive Office                 | 30/06/2013  |          |
| <b>Council Plan Strategy:</b> 1.1.10 Meet our statutory obligations for community safety, security and responses to emergency situations.                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                        |             |          |



Colac Otway Shire Council QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| Item                                                                                                                                                                                            | RESPONSIBLE COMMITTEE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | BUSINESS UNIT                                  | COMPL. DATE | PROGRESS                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-------------|--------------------------------------------------------------------------------------|
| 1.1.10.3 Undertake an annual review of the Municipal Emergency Management Plan (MEMP) from a Shire perspective and implement awareness training and readiness programs for community and staff. | Municipal Emergency Management Plan reviewed and adopted by Council.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Sustainable Planning & Development GM's Office | 30/06/2013  |   |
| 1.1.10.12 Implement the Domestic Animal Management Plan.                                                                                                                                        | The Domestic Animal Management Plan is being implemented in a timely and professional manner. Work has commenced on reviewing and updating the plan. A Draft Domestic Animal Management Plan has been developed that will be discussed with Council in April 2013. When completed, the plan will be submitted to the Department of Primary Industries. This will be done by June 2013.                                                                                                                                                                                                                                        | Environment & Community Safety                 | 30/06/2013  |   |
| 1.1.10.13 Implement the Municipal Fire Prevention Plan.                                                                                                                                         | Works are being undertaken by Council in accordance with the Municipal Fire Management Plan. Although Summer has officially finished, the spell of dry weather continues and the potential for fire to occur is still present. Currently, Council's fire/property inspection process has resulted in 11 Infringement Notices being issued to property owners who failed to comply with the Fire Prevention Notice sent to them. There are a further 13 Infringement Notices pending. The Infringement Notice penalty is \$1,408, with the maximum Court penalty upon conviction being \$16,901 and/or 12 months imprisonment. | Environment & Community Safety                 | 30/06/2013  |  |



| Colac Otway Shire Council      |                                                                                                                                        | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)                                                                      |            |          |
|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------|----------|
| Item                           | DESCRIPTION/INITIATIVE                                                                                                                 | BUSINESS UNIT                                                                                                            | COMP. DATE | PROGRESS |
| 1.1.10.14                      | Establish integrated fire management practices and endorse Township Protection Plans and Neighbourhood Safer Places where appropriate. | Environment & Community Safety                                                                                           | 30/06/2013 |          |
| <b>Key Result Area:</b>        |                                                                                                                                        | 2 Physical Infrastructure and Assets                                                                                     |            |          |
| <b>Council Plan Objective:</b> |                                                                                                                                        | 2.1 Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future. |            |          |
| <b>Council Plan Strategy:</b>  |                                                                                                                                        | 2.1.1 Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.     |            |          |



Colac Otway Shire Council QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| ACTION                                                                                                                                           | RESPONSIBLE OFFICIAL/S                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | BUSINESS UNIT               | COMPL. DATE       | PROGRESS                                                                            |
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| <p>2.1.1.4 Plan and implement infrastructure projects that transform townships and promote economic development and community strengthening.</p> | <ul style="list-style-type: none"> <li>• Beeac – the community group approached Council with a proposal to re-allocate some of the funding towards the purchase and installation of a new electric BBQ to replace the dilapidated gas model that currently exists in the park. The BBQ has been purchased and underground power has been established with an electrician to complete the works shortly. Contractors still working on options for the new noticeboard.</li> <li>• Swan Marsh/Pirron Yallock – the first draft of the recreation reserve Master Plan has been completed and once input has been received from Council Officers it will be referred to the public for comment.</li> <li>• Cressy – improvements to the Duverney Street precinct have been held up by delays in the delivery of new tables and chairs. New plants are to be planted as soon as is appropriate.</li> <li>• Forrest – planning for the streetscape project is almost finalised.</li> <li>• Beech Forest – conducted an onsite meeting with Statutory Planning, Environment and Infrastructure units to discuss all aspects of the planning permit application. This meeting was successful and ensured that all parties understood the current issues associated with the project. The process is progressing.</li> <li>• Barwon Downs – a project to construct a combined community centre attached to the current Country Fire Authority (CFA) building in Barwon Downs. Council has received an official letter from the CFA regarding consent to undertake the project. We are now awaiting the</li> </ul> | <p>Economic Development</p> | <p>30/06/2013</p> |  |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| STRATEGY                                                                                                                                                               | INITIATIVE/COMPONENT                                                                                                                                                                                                                                                                                                                                 | BUSINESS UNIT                                                                                  | COMPLETION DATE | PROGRESS    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------|-------------|
|                                                                                                                                                                        | outcome of a funding application to the Department of Planning and Community Development.                                                                                                                                                                                                                                                            |                                                                                                |                 |             |
| 2.1.1.8 Review and implement Asset Management Plans to ensure that the level of funding for asset renewal, maintenance and upgrade meets the community's expectations. | Outline business cases prepared for asset renewal programmes based on current projections. Presentation given to Council in early March outlining renewal fundamentals. Work has commenced on collecting data related to Council's buildings and facilities. This will provide the basis of refining long term financial needs for this asset class. | Sustainable Assets                                                                             | 30/06/2013      |             |
| 2.1.1.10 Develop a 10 year capital works and major projects program according to adopted priorities.                                                                   | A 10 year capital works program structure has been developed with projects added for prioritisation each year.                                                                                                                                                                                                                                       | Capital Works                                                                                  | 30/06/2013      |             |
| 2.1.1.13 Review the 10 year capital works and major projects program annually.                                                                                         | Program has had all new outline business cases included and has been reviewed in line with Council's budget process.                                                                                                                                                                                                                                 | Capital Works                                                                                  | 30/06/2013      |             |
| <b>Council Plan Strategy:</b>                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                      | 2.1.2 Implement and manage Colac Otway Shire's Road Management Plan.                           |                 |             |
| 2.1.2.4 Review and implement the Strategic Footpath Plan for Apollo Bay.                                                                                               | Draft plan for Apollo Bay has been developed and aim to present to Council in May 2013.                                                                                                                                                                                                                                                              | Capital Works                                                                                  | 30/06/2013      |             |
| 2.1.2.5 In line with the Road Management Act 2004 requirements, review and update Colac Otway Shire's Road Management Plan.                                            | Revision of Road Management Plan completed. To be presented to Council in April 2013 to issue for public comment.                                                                                                                                                                                                                                    | Sustainable Assets                                                                             | 30/06/2013      |             |
| 2.1.2.7 Continue active participation and involvement in the STEP Asset Management Program with the Municipal Association of Victoria.                                 | Council continues its participation in this program.                                                                                                                                                                                                                                                                                                 | Sustainable Assets                                                                             | 30/06/2013      |             |
| <b>Council Plan Strategy:</b>                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                      | 2.1.3 Manage Council's buildings and facilities in a responsible, safe and sustainable manner. |                 |             |
| 2.1.3.2 Develop a Land Rationalisation Program for land surplus to Council needs.                                                                                      | Not yet commenced. This will be a longer term project dependant on available resources.                                                                                                                                                                                                                                                              | Infrastructure & Services GM's Office                                                          | 30/06/2013      | No Progress |



| Colac Otway Shire Council                                                                      |                                                                                                                                                                                                                                                                                                                 | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar) |            |          |
|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------|----------|
| Item                                                                                           | Responsible Committee                                                                                                                                                                                                                                                                                           | Business Unit                                       | Comp Date  | Progress |
| 2.1.3.3 Develop a Building Rationalisation Program for buildings surplus to Council needs.     | A detailed Building Register, being the first stage of this project, has commenced, with substantial work undertaken; however the project is not able to be completed in this financial year. It will be a longer term project dependant on available resources and may need to be done over a number of years. | Infrastructure & Services GM's Office               | 30/06/2013 |          |
| 2.1.3.4 Develop Building Assets Management Plan and implement according to adopted priorities. | Data collection activities relating to building condition have commenced. It is hoped that a large proportion of the building stock will be inspected by the end of this calendar year.                                                                                                                         | Sustainable Assets                                  | 30/06/2013 |          |
| <b>Council Plan Strategy:</b>                                                                  | 2.1.4 Improve local and regional transport networks to ensure safety and accessibility.                                                                                                                                                                                                                         |                                                     |            |          |



Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| Item                                                                                                                                              | Responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Business Unit                         | Completion Date | Progress |
|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-----------------|----------|
| 2.1.4.4 Advocate for strategic transport initiatives.                                                                                             | Advocacy for Strategic Transport initiatives continues. The Transport Minister, Mr Terry Mulder, announced the funding of a rail passing loop at Birregurra on 15 February 2013. This project was a direct result of G21 lobbying to upgrade the rail system to allow more trains between Warrnambool and Geelong. A series of meetings in relation to the G21 Regional Public Transport Plan, which looks at the Strategic Public Transport Issues in the region, has also been organised. The General Manager (GM) Infrastructure and Services is working with the G21 Committee to undertake a review of Public Transport issues within the G21 Councils. Colac has scheduled a meeting to seek community feedback through the "Bang the Table" forum. In addition the GM Infrastructure and Services is on the working Group for reviewing the G21 Regional Road Transport Plan for 2013-17 and a review of the plan is underway. Council is also involved in the development of the Great South Coast Regional Transport Plan. | Infrastructure & Services GM's Office | 30/06/2013      |          |
| 2.1.4.5 In partnership with regional councils and VicRoads develop and implement a Road Safety Plan and Council approved road safety initiatives. | Council has commenced a review of the Road Safety Plan in conjunction with neighbouring municipalities. It is intended that this plan will be completed by the end of June 2013.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Infrastructure & Services GM's Office | 30/06/2013      |          |
| 2.1.4.6 Advocate for further improvements to the Princes Highway from Colac to the South Australian border.                                       | Good progress with bypassing lanes approved in the State Government budget and four constructed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Chief Executive Office                | 30/06/2013      |          |



Colac Otway Shire Council QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| ACTION                                                                                                                                                         | RESPONSIBLE OFFICIALS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | BUSINESS UNIT                         | COMPLETION DATE | PROGRESS                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-----------------|-------------------------------------------------------------------------------------|
| 2.1.4.9 In partnership with VicRoads identify options and plan for alternative road access through or around Colac, particularly relating to freight movement. | The role of the Community Reference Group has been completed. The Project Steering Group continues to work through this project. The consultant, in conjunction with the Project Steering Group, VicRoads and the State Government's Economic Development arm, has undertaken a review of the options and prepared a report back to Council, presented to the 27 March 2013 Council meeting for formal adoption of the four preferred routes for detailed investigation. The consultant had proposed to undertake community consultation as part of the broader consultation process, prior to undertaking further detailed analysis and costing of the preferred route options before reporting back to Council on a single option. Council determined to defer the report until the April meeting to allow further time to investigate a number of legal and technical matters. | Infrastructure & Services GM's Office | 30/06/2013      |  |



Colac Otway Shire Council QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| ACTION                                                                                       | RESPONSIBLE OFFICIAL/S                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | BUSINESS UNIT                                    | COMPL. DATE       | PROGRESS                                                                              |
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| <p>2.1.4.10 Advocate for improved commuter Rail Services and safe Railway Crossings.</p>     | <p>Council has included increased commuter rail as a key issue in the G21 Transport Plans. The Transport Minister, Mr Terry Mulder, announced the funding of a rail passing loop at Birregurra on 15 February 2013. This project was a direct result of the lobbying through G21 to upgrade the rail system to allow more trains between Warrnambool and Geelong and ultimately into Melbourne. A series of meetings in relation to the G21 Regional Public Transport Plan, which looks at the Strategic Public Transport Issues including upgrading of the rail services generally in the region, has also been organised. The General Manager Infrastructure and Services is working with the G21 Committee to undertake a review of Public Transport issues within the G21 Councils. Colac has scheduled a meeting to seek community feedback through the "Bang the Table" forum. Council has also received funding to install signage at rail crossings. This work has now been completed.</p> | <p>Infrastructure &amp; Services GM's Office</p> | <p>30/06/2013</p> |    |
| <p>2.1.4.12 Implement the parts of the G21 Transport Plan relevant to Colac Otway Shire.</p> | <p>Council has participated in the review of the G21 Regional Transport Plan and made several recommendations in relation to required updates in the plan. Officers have also participated as part of the working group for the development of a Regional Transport Plan and the appointment of consultants to undertake this study. Discussions continue to be held with VicRoads regarding improvements to the Great Ocean Road and the Forrest to Skenes Creek road which have been identified in the plan.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>Infrastructure &amp; Services GM's Office</p> | <p>30/06/2013</p> |  |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| Item                                                                                                                                                                                                                                        | Strategic Objectives                                                                                                                                                                                                                                                                                                                                           | Business Unit                         | Completion Date | Progress |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-----------------|----------|
| <b>Council Plan Strategy:</b> 2.1.5 Ensure environmental risks are adequately addressed for Council infrastructure works, including impacts of climate change.                                                                              |                                                                                                                                                                                                                                                                                                                                                                |                                       |                 |          |
| 2.1.5.3 Implement measures to manage and monitor Council's closed landfills to EPA standards.                                                                                                                                               | Environmental monitoring is taking place in consultation with the auditor and the Environmental Protection Agency (EPA), with reports submitted to the EPA.                                                                                                                                                                                                    | Major Contracts                       | 30/06/2013      |          |
| 2.1.5.4 Implement measures to manage and monitor Council's closed landfills to EPA standards.                                                                                                                                               | Monitoring works are progressing well in accordance with the advice received from the landfill auditor and the Environmental Protection Agency.                                                                                                                                                                                                                | Major Contracts                       | 30/06/2013      |          |
| 2.1.5.6 Develop a proposed long term management response to sea level rise for Council assets.                                                                                                                                              | Until the outcomes of the Coastal Committee's investigation into sea level rise is completed this project cannot be finalised.                                                                                                                                                                                                                                 | Infrastructure & Services GM's Office | 30/06/2013      |          |
| <b>Key Result Area:</b> 3 Land Use and Development                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                |                                       |                 |          |
| <b>Council Plan Objective:</b> 3.1 Engage, plan & make decisions about land use & development that takes into account Council's regulatory role, diverse geography, social, community, economic & environmental impacts now & in the future |                                                                                                                                                                                                                                                                                                                                                                |                                       |                 |          |
| <b>Council Plan Strategy:</b> 3.1.1 Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community.                                                                                    |                                                                                                                                                                                                                                                                                                                                                                |                                       |                 |          |
| 3.1.1.2 Advocate to have Colac Otway Shire included in the State Government urban land monitoring program.                                                                                                                                  | Colac Otway Shire is now included within the State Government Urban Land Monitoring Program.                                                                                                                                                                                                                                                                   | Planning & Building Services          | 30/06/2013      |          |
| 3.1.1.3 Advocate for more detailed mapping of the Erosion Management Overlay by State Government.                                                                                                                                           | There have been several occasions over the last few years where Council has advocated for improved Erosion Overlay Mapping. Officers will advocate that this be a priority action in the next version of the Victorian Coastal Strategy which is currently under development. Council is participating in a project to improve landslide mapping in the Shire. | Planning & Building Services          | 30/06/2013      |          |



| Colac Otway Shire Council     |                                                                                                                                                        | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)                                                                                                                                                                                                                                                       |                              |            |  |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------|--|
| ITEM                          | DESCRIPTION/INITIATIVE                                                                                                                                 | BUDGETED UNIT                                                                                                                                                                                                                                                                                             | COMPL. DATE                  | PROGRESS   |  |
| 3.1.1.4                       | Finalise a Rural Living Strategy and implement findings.                                                                                               | The Rural Living Strategy was finalised and adopted by Council in December 2011. The planning scheme amendment (C69) which implements the Strategy's recommendations was adopted by Council at the January 2013 meeting and forwarded to the Planning Minister for approval.                              | Planning & Building Services | 30/06/2013 |  |
| 3.1.1.5                       | Finalise and implement a car parking study for Colac & Apollo Bay.                                                                                     | The Colac and Apollo Bay Car Parking Strategy was finalised and adopted by Council in December 2011. A planning scheme amendment to implement its findings (C72) was placed on exhibition in March 2013, with submissions due in April.                                                                   | Planning & Building Services | 30/06/2013 |  |
| 3.1.1.6                       | Finalise a Structure Plan for Birregurra.                                                                                                              | Following adoption by Council of the Birregurra Neighbourhood Character Study in June 2012, a consultant has prepared a revised draft Structure Plan. The revised draft was considered by Council at the February 2013 meeting and placed on public exhibition.                                           | Planning & Building Services | 30/06/2013 |  |
| 3.1.1.9                       | In conjunction with the State Government, and subject to external funding, exhibit a Planning Scheme amendment for the Apollo Bay Harbour Master Plan. | Consultant firm Meinhardt has prepared a more detailed Harbour Master Plan document that is based on the 2008 Enquiry by Design plan adopted by Council, without the hotel and health and wellbeing centre. This will form the basis for preparation of the actual amendment documentation early in 2013. | Planning & Building Services | 30/06/2013 |  |
| <b>Council Plan Strategy:</b> |                                                                                                                                                        | 3.1.2 Ensure that responsible planning mechanisms are used to control development in areas potentially affected by climate change                                                                                                                                                                         |                              |            |  |



Colac Otway Shire Council QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| ITEM                                                                                                                                                                      | RESPONSIBLE DEPARTMENT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | BUDGETED VALUE                                    | COMPL. DATE | PROGRESS |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-------------|----------|
| 3.1.2.1 Work with State Government to develop appropriate planning controls that respond to predicted sea level rise.                                                     | Colac Otway has been instrumental in accessing significant State Government grant funds to undertake a 'Climate Resilient Communities' project to examine mitigation measures across the region in response to climate change implications. This project also involves key government agencies that have a role in this area.                                                                                                                                                                                                                                                                            | Sustainable Planning & Development<br>GM's Office | 30/06/2013  |          |
| 3.1.2.4 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. | Officers continue to pursue this matter, with little evidence of current State Government commitment to this function.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Sustainable Planning & Development<br>GM's Office | 30/06/2013  |          |
| <b>Council Plan Strategy:</b> 3.1.3 Ensure all Council land use plans and strategies are current and responsive.                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                   |             |          |
| 3.1.3.3 Regularly update and improve the Colac Otway Planning Scheme through Planning Scheme amendments.                                                                  | Amendment C67 was referred to an independant planning panel for consideration of submissions, Amendment C69 was adopted by Council and forwarded to the Minister for approval, Amendment C72 has been placed on exhibition to implement the Car Parking Strategy and Colac CBD & Entrances Project, Amendment C70 has been placed on exhibition to update mapping and schedules for the Vegetation Protection Overlay and Environmental Significance Overlay overlays, and the heritage assessment of the former Colac Beech Forest Crowes rail line has been completed in preparation for an amendment. | Planning & Building Services                      | 30/06/2013  |          |
| 3.1.3.6 Undertake a Neighbourhood Character Study for Birregurra.                                                                                                         | The Birregurra Neighbourhood Character Study was completed with adoption by Council in June 2012. A planning scheme amendment to implement the Study will be prepared for exhibition following completion of the Structure Plan process early in 2013.                                                                                                                                                                                                                                                                                                                                                   | Planning & Building Services                      | 30/06/2013  |          |
| <b>Council Plan Strategy:</b> 3.1.4 Enforce planning and building regulations to meet legislative requirements.                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                   |             |          |



Colac Otway Shire Council QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| Item                                                                                                                                              | Strategic Objectives                                                                                                                                                                                                                                                                                                                                                                            | Business Unit                | Completion Date | Progress |
|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------|----------|
| 3.1.4.1 Implement comprehensive monitoring of the Essential Safety legislative requirements.                                                      | A draft policy for Essential Safety Measures enforcement has been circulated for comment and will be considered by the Shire's Risk Management Committee at its May 2013 meeting, prior to a report to Council in June. A list of privately owned premises requiring inspection is currently being finalised which will allow prioritisation of highest risk buildings to be inspected in 2013. | Planning & Building Services | 30/06/2013      |          |
| 3.1.4.3 Implement mechanisms to improve knowledge of building and planning requirements/ responsibilities.                                        | Further planning information sheets have been introduced. The Building Department has produced customer information concerning applications for Places of Public Entertainment (PoPE) occupancy permits under the Building Act and revised information on the web site concerning swimming pool fencing requirements.                                                                           | Planning & Building Services | 30/06/2013      |          |
| <b>Council Plan Strategy:</b>                                                                                                                     | 3.1.5 Ensure consistent and timely decision making for building and planning applications that meet Council's policy framework.                                                                                                                                                                                                                                                                 |                              |                 |          |
| 3.1.5.1 Document and continuously improve processes and procedures for assessment and determination of building and planning permit applications. | Process charts for Strategic Planning and planning enforcement processes has been completed. Referral arrangements with external agencies has been completed, resulting in streamlining of referral processes for some applications. Standard planning permit conditions have been reviewed.                                                                                                    | Planning & Building Services | 30/06/2013      |          |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| OBJECTIVE                                                                                                                                                                  | DESCRIPTION/INITIATIVES                                                                                                                                                                                                                                                                                                                                                                                                                          | BUSINESS UNIT                | COMP. DATE | PROGRESS |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------|----------|
| 3.1.5.2 Prepare and develop a more comprehensive Information Kit on building and planning application requirements.                                                        | A range of planning checklists and brochures have been developed for use by customers and staff. The aim of this is to increase the quality of information being submitted with applications and to reduce processing times. Information has been developed for applications for Places of Public Entertainment (PoPE) Occupancy Permits under the Building Act and web site information on swimming pool fencing requirements has been updated. | Planning & Building Services | 30/06/2013 |          |
| <b>Council Plan Strategy:</b>                                                                                                                                              | 3.1.6 Ensure that environmental risks are adequately addressed for new development and land use.                                                                                                                                                                                                                                                                                                                                                 |                              |            |          |
| 3.1.6.1 Work with State Government to develop improved mapping and introduce planning controls that accurately reflect areas known to potentially have acid sulfate soils. | Officers utilise opportunities as they arise to highlight the need for improved mapping of coastal acid sulfate soils. This issue is being flagged in the current review of the Victorian Coastal Strategy.                                                                                                                                                                                                                                      | Planning & Building Services | 30/06/2013 |          |
| 3.1.6.3 Introduce a Salinity Management Overlay to affected areas.                                                                                                         | The amendment to implement the Salinity Management Overlay was placed on exhibition in November 2012 and submissions considered by Council at the January 2013 meeting. A panel hearing is scheduled for April.                                                                                                                                                                                                                                  | Planning & Building Services | 30/06/2013 |          |
| 3.1.6.4 Work with State Government to review policies and provisions in fire risk areas as appropriate following the conclusion of the Bushfire Royal Commission.          | The project is investigating the growth potential of four towns in the Otways and development of Schedules for the Bushfire Management Overlay in specific coastal locations. Tract Consultants and Tarramatrix have been appointed and have prepared a background report. Many community members attended information workshops in each of the towns in February 2013.                                                                          | Planning & Building Services | 30/06/2013 |          |
| <b>Key Result Area:</b>                                                                                                                                                    | 4 Environmental Management                                                                                                                                                                                                                                                                                                                                                                                                                       |                              |            |          |
| <b>Council Plan Objective:</b>                                                                                                                                             | 4.1 Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.                                                                                                                                                                                                                                                                                        |                              |            |          |



Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| Item                                                                                                                                                                                      | Strategic Objectives                                                                                                                                                                                                                                                                                                                                                                                | Initiatives                                                                                            | Completion Date | Progress |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-----------------|----------|
| <b>Council Plan Strategy:</b>                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                     | 4.1.1 Develop a coordinated approach to managing environmental issues across all Council activities.   |                 |          |
| 4.1.1.2 Implementation of the Environment Strategy.                                                                                                                                       | The Environment Strategy continues to be implemented via the completion of the actions set out in the 2010-2012 action plan. Recent actions include exotic tree removal along Barongarook Creek. The 2013-2015 Environment Action Plan has been developed and will be finalised in April 2013.                                                                                                      | Environment & Community Safety                                                                         | 30/06/2013      |          |
| 4.1.1.3 Development of 2 Year Action Plans for the Environment Program.                                                                                                                   | The new 2013-2015 Environment Action Plan has been developed. It was discussed with Council at a workshop held in March 2013 and is expected to be finalised in April 2013. The new plan will have 56 actions addressing the 41 targets set out in the strategy.                                                                                                                                    | Environment & Community Safety                                                                         | 30/06/2013      |          |
| <b>Council Plan Strategy:</b>                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                     | 4.1.2 Ensure the protection and enhancement of environmental values on Council owned and managed land. |                 |          |
| 4.1.2.1 Develop and implement action plans to manage the threats to environmental assets on Council managed land in accordance with the Environment Strategy and the 2 Year Action Plans. | Weed control and revegetation works have been undertaken in accordance with management plans developed for high conservation land managed by Council. These works include Elm tree removal along Barongarook Creek.                                                                                                                                                                                 | Environment & Community Safety                                                                         | 30/06/2013      |          |
| 4.1.2.2 Continue to implement the Lake Colac Management Plan and the Re-vegetation and Weed Control Master Plan.                                                                          | Weed control works have been undertaken along the foreshore of Lake Colac and in the areas where revegetation works have been undertaken recently along Barongarook Creek. Removal of large exotic trees along Barongarook Creek south of the Chapel Street Bridge has been completed. The area will now be revegetated and maintained to ensure the environmental and amenity values are enhanced. | Environment & Community Safety                                                                         | 30/06/2013      |          |
| <b>Council Plan Strategy:</b>                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                     | 4.1.3 Facilitate the protection and enhancement of environmental values on private land.               |                 |          |



Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| Item                                                                                                                                        | Responsibilities                                                                                                                                                                                                                                                                                                                                       | Business Unit                                                                                                                                                         | Comp. Date | Progress |
|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------|
| 4.1.3.1 Update the environmental overlays in the Planning Scheme to introduce the latest biodiversity mapping prepared by State Government. | An external consultant employed under the funding from the State Government Rural Flying Squad Program has prepared a planning scheme amendment to update the biodiversity overlays. Amendment C70 was placed on public exhibition in March 2013 following a resolution at the January meeting.                                                        | Planning & Building Services                                                                                                                                          | 30/06/2013 |          |
| 4.1.3.3 Continue to carry out audits of forestry operations on private land.                                                                | Forestry auditing continues to be carried out regularly. The level of compliance is high but where concerns are raised the auditor is visiting specific sites and working with the forestry companies to ensure compliance with the code of practice is being achieved.                                                                                | Environment & Community Safety                                                                                                                                        | 30/06/2013 |          |
| 4.1.3.4 Continue to raise the awareness of private landholders on their responsibilities in relation to the environment.                    | Advice continues to be provided to private landholders on their responsibilities in relation to the environment through a variety of means including media, meetings, forums and formal written advice associated with planning applications.                                                                                                          | Environment & Community Safety                                                                                                                                        | 30/06/2013 |          |
| <b>Council Plan Strategy:</b>                                                                                                               |                                                                                                                                                                                                                                                                                                                                                        | 4.1.4 Minimise environmental impacts and the use of natural resources associated with Council operations in accordance with Council's Environment Strategy 2010-2018. |            |          |
| 4.1.4.3 Implementation of the planning scheme and Council processes to manage environmental issues associated with Council works.           | Planning officers work collaboratively with the Infrastructure Unit and other Council departments to ensure that environmental issues are appropriately considered in relation to Council projects. This occurs through the Interdepartmental Committee, and through advice provided on budget requests and in response to specific project proposals. | Planning & Building Services                                                                                                                                          | 30/06/2013 |          |



Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| INITIATIVE                                                                                                                                                                                                   | DESCRIPTION OF INITIATIVE                                                                                                                                                                                                                                                                                                     | BUDGETARY CENTRE                               | COMPL. DATE | PROGRESS |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-------------|----------|
| 4.1.4.5 Continue program of works and practices in accordance with the Environment Strategy and the 2 Year Action Plans.                                                                                     | Works being undertaken in accordance with the Environment Strategy and the 2 Year Action Plan include, but are not limited to, revegetation works and weed control on high conservation value land such as Barongarook Creek, and sustainability initiatives such as replacement of street lights with more efficient globes. | Environment & Community Safety                 | 30/06/2013  |          |
| 4.1.4.6 Continue to implement agreed, viable water saving measures in accordance with the Environment Strategy and the 2 Year Action Plans.                                                                  | A draft Integrated Water Cycle Management Plan has been developed and a grant is being sought to develop the plan further.                                                                                                                                                                                                    | Environment & Community Safety                 | 30/06/2013  |          |
| 4.1.4.8 Develop and implement an Environmental Sustainability Policy.                                                                                                                                        | The Environmental Sustainability Policy has been completed. Works have commenced on developing the procedure document.                                                                                                                                                                                                        | Environment & Community Safety                 | 30/06/2013  |          |
| <b>Council Plan Strategy:</b>                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                               |                                                |             |          |
| 4.1.5 Promote environmental values in the broader community and work with other stakeholders on managing large scale issues in accordance with the process identified in the Environment Strategy 2010-2018. |                                                                                                                                                                                                                                                                                                                               |                                                |             |          |
| 4.1.5.2 Advocate where appropriate community views on environmental issues outside the direct responsibility of Council.                                                                                     | To date no formal notice has been received from the State Government relating to the long term management of roadside weeds. In the interim Council will continue to control weeds on high conservation roads utilising grant funding secured for the next three years.                                                       | Sustainable Planning & Development GM's Office | 30/06/2013  |          |
| 4.1.5.3 Coordinate a range of environmental events across the region.                                                                                                                                        | An E-waste collection was undertaken as part of the Earth Hour celebrations and a Business Clean Up event was held as part of the Annual Clean Up Australia Day program.                                                                                                                                                      | Environment & Community Safety                 | 30/06/2013  |          |
| 4.1.5.7 Promote awareness of environmental issues through various media and forums.                                                                                                                          | Council continues to promote awareness of environmental issues through regular columns in the local paper. Recent columns have focused on the value of the works being carried out on Barongarook Creek.                                                                                                                      | Environment & Community Safety                 | 30/06/2013  |          |



Colac Otway Shire Council QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| Item                                                                                                                                                             | DESCRIPTION/INITIATIVE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | BUSINESS UNIT                         | COMP. DATE | PROGRESS |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|------------|----------|
| 4.1.5.8 Encourage energy efficiency including the use of renewable and alternative energy sources.                                                               | A report was submitted to Council in January seeking support for the funding of the street smart lighting program. Council supported the recommendation and works are expected to start on changing over the globes in Colac Otway Shire by June 2013.                                                                                                                                                                                                                                                                          | Environment & Community Safety        | 30/06/2013 |          |
| <b>Council Plan Strategy:</b> 4.1.6 Minimise, recycle and manage residential waste.                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                       |            |          |
| 4.1.6.3 Investigate waste-to-energy for green waste.                                                                                                             | Meetings have been held between the City of Greater Geelong and the CEO of the Barwon Regional Waste Management Group (BRWMG). In addition, a discussion paper has been presented for consideration. BRWMG are reviewing the finding of recent waste studies undertaken before they will commit to any course of action. Council is awaiting further advice.                                                                                                                                                                    | Infrastructure & Services GM's Office | 30/06/2013 |          |
| 4.1.6.5 Implementation of the Waste Water Management Strategy.                                                                                                   | A circular was sent to all property owners of Wye River and Separation Creek in December 2012 advising that sewerage will not proceed and that an audit of all septic systems will be conducted in 2013. Information flyers were sent to also sent to property owners on how to look their septic system. An Education Officer has been working in Wye River and Separation Creek to meet people and inform them on proper management of septic systems. This work will be supported by signs installed at prominent locations. | Health and Community Services         | 30/06/2013 |          |
| 4.1.6.6 Implementation of the Landfill Rehabilitation Plan.                                                                                                      | Gellibrand Landfill rehabilitation works deferred due to funding constraints and referred to 2013/14 budget discussions for allocation of funds.                                                                                                                                                                                                                                                                                                                                                                                | Major Contracts                       | 30/06/2013 |          |
| <b>Key Result Area:</b> 5 Economic Development                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                       |            |          |
| <b>Council Plan Objective:</b> 5.1 Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                       |            |          |
| <b>Council Plan Strategy:</b> 5.1.1 Support the development of a diverse, skilled and capable workforce.                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                       |            |          |



Colac Otway Shire Council QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| Item                                                                                                                                                                  | Responsibilities                                                                                                                                                                                                                                           | Business Unit                                                                                                | Comp. Date | Progress |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|------------|----------|
| 5.1.1.1 Participate in local and regional task groups to improve access to vocational education and training and post compulsory education and training.              | Negotiated with the Department of Planning and Community Development to include workforce development and support for the Trade Training Centre in the plan for implementation of the Advancing Country Towns program.                                     | Economic Development                                                                                         | 30/06/2013 |          |
| 5.1.1.2 Work with industry sectors on strategic workforce planning initiatives.                                                                                       | Held Industry Advisory Group meetings and set up sub groups to assist management of the Trade Training Centre. The Advancing Country Towns program will now include workforce development initiatives.                                                     | Economic Development                                                                                         | 30/06/2013 |          |
| <b>Council Plan Strategy:</b>                                                                                                                                         |                                                                                                                                                                                                                                                            | 5.1.2 Work with business to recognise growth potential from climate change and renewable energy initiatives. |            |          |
| 5.1.2.1 Encourage and promote climate change sustainability initiatives for business and renewable and alternative energy opportunities for the Colac Otway Shire.    | Included information and links to carbon calculators in the Economic Development newsletter.                                                                                                                                                               | Economic Development                                                                                         | 30/06/2013 |          |
| <b>Council Plan Strategy:</b>                                                                                                                                         |                                                                                                                                                                                                                                                            | 5.1.3 Support local business to develop and succeed.                                                         |            |          |
| 5.1.3.3 Continue to provide world standard tourism support services including Visitor Information Services, and support for local and regional tourism organisations. | Supported Colac Visitor Information Centre in dealing with the difficult situation of free camping. Attended interim regional tourism board meetings. Attended Otways Tourism meetings and special meetings as required, for example Otways Harvest Trail. | Economic Development                                                                                         | 30/06/2013 |          |
| 5.1.3.4 Implement Business Development training programs, networking events and Business Awards.                                                                      | No action this quarter except for planning future events.                                                                                                                                                                                                  | Economic Development                                                                                         | 30/06/2013 |          |
| 5.1.3.5 Provide on line information for customers and potential investors to access businesses in the Shire.                                                          | Maintained i.d. profile demographic and REMPLAN economic data online. Provided REMPLAN based statement of support for a local industry expansion and carbon reduction project.                                                                             | Economic Development                                                                                         | 30/06/2013 |          |
| 5.1.3.6 Enhance Colac's regional service centre status through the development of a Marketing strategy.                                                               | Brand collateral purchased. New Colac promotional booklet and TV advertising in production stage.                                                                                                                                                          | Economic Development                                                                                         | 30/06/2013 |          |



Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| Priority                                                                                                                                                                                                    | Strategic Initiative                                                                                                                                                                                                                                                                                                                                      | Business Unit                                                                                                                                                            | Completion Date | Progress |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------|
| <b>Council Plan Strategy:</b>                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                           | 5.1.4 Lead, support and/or participate in regional and local development networks and partnerships.                                                                      |                 |          |
| 5.1.4.2 Promote and encourage the development of infrastructure to support Nature Based Tourism (NBT) development of Great Otway National Park/Otway Forest Park and Great Ocean Walk.                      | The grant application to the Federal Government Tourism Industry Regional Development Fund for the Forrest Mountain Bike Trails Strategy was unsuccessful. Submitted a grant application for the same project to the Department of Planning and Community development. Included all trails projects in Council priority projects booklet for Politicians. | Economic Development                                                                                                                                                     | 30/06/2013      |          |
| 5.1.4.3 Promote and encourage the development of infrastructure to support Lake Colac tourism and community use.                                                                                            | Quarterly meeting held with Lake Colac Coordinating Committee. No further action until budget funds are provided to complete a new Lake Colac Master Plan.                                                                                                                                                                                                | Economic Development                                                                                                                                                     | 30/06/2013      |          |
| 5.1.4.4 Support local business associations such as Otway Business Inc, Apollo Bay Chamber of Commerce and Tourism.                                                                                         | Attended Otway Business Inc meetings and 2020 Forum on key priorities for future development. Liaised with Apollo Bay Chamber of Commerce and Tourism on key local projects for the Small Town Improvement Program 2013 round of funding.                                                                                                                 | Economic Development                                                                                                                                                     | 30/06/2013      |          |
| <b>Council Plan Strategy:</b>                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                           | 5.1.5 Participate in regional and Shire based marketing and promotion initiatives designed to promote 'brand awareness' of the Colac Otways and Great Ocean Road region. |                 |          |
| 5.1.5.1 Promote the Shire's strengths and competitive advantages to attract new investment.                                                                                                                 | A review of the Colac promotional website has been completed. Collateral has been produced for the Living Regions Expo in Melbourne in April 2013 and for the Colac Visitor Information Centre. A TV commercial and a promotional booklet are also in production.                                                                                         | Economic Development                                                                                                                                                     | 30/06/2013      |          |
| 5.1.5.3 Facilitate the development of services and a calendar of business events / industry conferences designed to attract and engage external business and job opportunity for families and young people. | Commenced implementation of the Colac Marketing Strategy and working on a Tourism Visiting Friends and Relatives program.                                                                                                                                                                                                                                 | Economic Development                                                                                                                                                     | 30/06/2013      |          |



Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| Item                                                                                                                                                                             | RESPONSIBLE OFFICIALS                                                                                                                                                                                                    | BUSINESS UNIT        | COMP. DATE | PROGRESS                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------|-------------------------------------------------------------------------------------|
| 5.1.5.4 Continue to provide strategic support to tourism including operation of the Colac and Apollo Bay Visitor Information Centres and provision of funding to Otways Tourism. | New Otways brand completed and in use. Met with Visitor information Centre Coordinators fortnightly. Visited each centre to review operations. Met with Tourism Development Officer regularly for support and direction. | Economic Development | 30/06/2013 |  |
| <b>Council Plan Strategy:</b> 5.1.6 Facilitate the development of infrastructure for business investment, growth and liveability.                                                |                                                                                                                                                                                                                          |                      |            |                                                                                     |
| 5.1.6.2 Lobby for improved telecommunications in the Colac Otway Shire in consideration of Federal Government and telecommunication owners' initiatives.                         | No activity this quarter.                                                                                                                                                                                                | Economic Development | 30/06/2013 | No Progress                                                                         |
| 5.1.6.4 Support the Apollo Bay Harbor Precinct development.                                                                                                                      | Met with internal steering group for the development of the planning scheme amendment to discuss input to master plan and design guidelines documents as they progress through various drafts.                           | Economic Development | 30/06/2013 |  |



Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| COUNCIL PLAN STRATEGY                                                                                                                                                   | COUNCIL PLAN OBJECTIVE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | BUSINESS UNIT               | COMPLETION DATE   | PROGRESS                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-------------------|-------------------------------------------------------------------------------------|
| <p>5.1.6.6 Develop small town / community capability by providing infrastructure and resources, including continued support for the Small Town Improvement Program.</p> | <p>Projects underway:</p> <ul style="list-style-type: none"> <li>• Beeac – the community group approached Council with a proposal to re-allocate some of the funding towards the purchase and installation of a new electric BBQ to replace the dilapidated gas model that currently exists in the park. The BBQ has been purchased and underground power has been established with an electrician to complete the works shortly. Contractors are still working on options for the new noticeboard.</li> <li>• Swan Marsh/Pirron Yallock – the first draft of the recreation reserve Master Plan has been completed and once input has been received from Council Officers it will be referred to the public for comment.</li> <li>• Cressy – improvements to the Duverney Street precinct have been held up by delays in the delivery of new tables and chairs. New plants are to be planted as soon as is appropriate.</li> <li>• Forrest – Planning for the streetscape project is almost finalised.</li> <li>• Beech Forest – conducted an onsite meeting with Statutory Planning, Environment and Infrastructure units to discuss all aspects of the planning permit application. This meeting was successful and ensured that all parties understood the current issues associated with the project. The process is progressing.</li> <li>• Barwon Downs – a project to construct a combined community centre attached to the current Country Fire Authority (CFA) building in Barwon Downs. Council has received an official letter from CFA regarding consent to undertake the project. We are now</li> </ul> | <p>Economic Development</p> | <p>30/06/2013</p> |  |



Colac Otway Shire Council QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| INITIATIVE                                                                                                                                                                                                                                  | DESCRIPTION/INITIATIVE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | RESponsible Officer                        | COMPL. DATE | PROGRESS    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-------------|-------------|
|                                                                                                                                                                                                                                             | awaiting the outcome of a funding application to the Department of Planning and Community Development.                                                                                                                                                                                                                                                                                                                                                                                                                    |                                            |             |             |
| <b>Key Result Area:</b> 6 Community Health and Wellbeing                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                            |             |             |
| <b>Council Plan Objective:</b> 6.1 Promote community health & wellbeing in partnership with other health services to provide a broad range of customer focussed health, recreation, cultural & community amenities, services and facilities |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                            |             |             |
| <b>Council Plan Strategy:</b> 6.1.1 Provide, facilitate or advocate for a range of health, recreation, community services and facilities.                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                            |             |             |
| 6.1.1.1 Develop a Civic and Cultural Precinct Plan for Colac.                                                                                                                                                                               | Civic Home Hardware site purchased. Project to commence in February 2013.                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Chief Executive Office                     | 30/06/2013  | No Progress |
| 6.1.1.13 Investigate initiatives that reduce exposure to passive smoking in public places.                                                                                                                                                  | A working group made up of Colac Otway Shire and Colac Area Health staff are seeking to trial non smoking areas at a number of locations, including Council events, children's playgrounds and other locations. Once agreement is reached an integrated strategic plan will be developed.                                                                                                                                                                                                                                 | Corporate & Community Services GM's Office | 30/06/2013  |             |
| 6.1.1.14 Implement the Positive Ageing Strategy.                                                                                                                                                                                            | During this quarter there has been work undertaken towards age-friendly built environments. This includes Improving Liveability for Older People (ILOP) ambassadors in Colac and Apollo Bay investigating community needs for seating and walkability of footpaths. A Walkability Audit was conducted with older people in Apollo Bay to highlight their access concerns. This work will be linked to the Active Transport Strategy; Apollo Bay Footpath Strategy review and Colac Central Business District Development. | Health and Community Services              | 30/06/2013  |             |
| 6.1.1.19 Implement the extension of the Apollo Bay Library and additional program spaces.                                                                                                                                                   | The construction of the new Library is progressing well. Due to be completed - April 2013.                                                                                                                                                                                                                                                                                                                                                                                                                                | Corporate & Community Services GM's Office | 30/06/2013  |             |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)**

| Item                                                                                                                                                                                                                                                                                               | Responsibilities                                                                                                                                                                                                                                                                    | Budget Centre                | Completion Date | Progress |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------|----------|
| 6.1.1.34 Develop a 10 year upgrade works program for Colac Otway Performing Arts and Cultural Centre.                                                                                                                                                                                              | Council's Building Construction Coordinator will develop a long term works program for COPACC in partnership with COPACC staff in mid 2013.                                                                                                                                         | Recreation, Arts and Culture | 30/06/2013      |          |
| 6.1.1.36 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. | Funding received for the Colac Secondary College Community Sports Field. This project is likely to commence in May 2013.                                                                                                                                                            | Recreation, Arts and Culture | 30/06/2013      |          |
| 6.1.1.38 Develop an Active Transport Strategy.                                                                                                                                                                                                                                                     | The Draft Active Transport Strategy will be presented to Council's April 2013 meeting seeking endorsement to be put on public exhibition.                                                                                                                                           | Recreation, Arts and Culture | 30/06/2013      |          |
| 6.1.1.39 Implement Council's Recreation Strategy.                                                                                                                                                                                                                                                  | The Recreation Strategy continues to guide Council operations in this area.                                                                                                                                                                                                         | Recreation, Arts and Culture | 30/06/2013      |          |
| 6.1.1.42 Review and implement the Council Community Funding Program Guidelines.                                                                                                                                                                                                                    | The Community Funding Program Guidelines have been reviewed. They have been endorsed by Council and the program is currently calling for applications.                                                                                                                              | Recreation, Arts and Culture | 30/06/2013      |          |
| <b>Council Plan Strategy:</b> 6.1.2 Promote and facilitate cultural and community events throughout the municipality.                                                                                                                                                                              |                                                                                                                                                                                                                                                                                     |                              |                 |          |
| 6.1.2.3 Implement the Arts and Cultural Strategy.                                                                                                                                                                                                                                                  | The Strategy continues to provide guidance to Council in this area. The majority of recommendations referring to COPACC have been implemented.                                                                                                                                      | Recreation, Arts and Culture | 30/06/2013      |          |
| 6.1.2.6 Implement the Festival and Events Strategy.                                                                                                                                                                                                                                                | The Festival and Events Strategy continues to provide guidance to this area. The majority of the recommendations from the Strategy have been implemented and scoping of a new Strategy has commenced. A new Strategy is now required which will be subject to budget deliberations. | Recreation, Arts and Culture | 30/06/2013      |          |



Colac Otway Shire Council QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| Item                                                                                                                                               | Responsible Organisation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Business Unit                              | Report Date | Progress    |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-------------|-------------|
| 6.1.2.12 Work with event organisers and community groups to develop a broad range of community festivals and events.                               | The Events Unit continues to process a significant number of events. A workshop for event organisers covering Risk Management, the Food Act and Place of Public Entertainment permits will be held late June.                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Recreation, Arts and Culture               | 30/06/2013  |             |
| <b>Council Plan Strategy:</b> 6.1.3 Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                            |             |             |
| 6.1.3.2 Review the provision of Youth Services in the Shire.                                                                                       | No further action at this time.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Corporate & Community Services GM's Office | 30/06/2013  | No Progress |
| 6.1.3.17 Implement and promote the Municipal Public Health Plan.                                                                                   | This quarter has been devoted to planning and consultation for the new Council Health & Wellbeing Plan, which is to be developed as part of the G21 Region Health & Wellbeing Plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Health and Community Services              | 30/06/2013  |             |
| 6.1.3.18 Implement the Early Years Plan.                                                                                                           | Highlights for this quarter have been Council's role in organising the Early Years Indigenous Forum for Early Years Services in which 30 representatives from local agencies attended; and the Family Day Care educators and children's Aboriginal Culture Awareness session. Both of these activities were within the week of "Close the Gap" which promotes Aboriginal awareness and closing the gap of opportunities and inequities. Council's Family and Children's Service Coordinator is now Chairperson for the Colac KEYS (Kids Early Years Services) Network and is involved in arranging a number of guest speakers and topics for discussion each quarter. | Health and Community Services              | 30/06/2013  |             |



Colac Otway Shire Council

QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jan to Mar)

| Item                                                                                                                  | Responsibilities/Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Business Unit                 | Completion Date | Progress |
|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------|----------|
| 6.1.3.19 Implement the Access, Equity & Inclusion Plan.                                                               | During the development stage of a number of strategies processes have been arranged to increase engagement with people with disabilities and those disadvantage. Improving physical access for people with disabilities is being initiated through activities such as a Walkability Audit in Apollo Bay. Council's Rural Access project officer is taking a lead role in a number of activities recently identified in a Directions Report prepared for the Department of Human Services. | Health and Community Services | 30/06/2013      |          |
| <b>Council Plan Strategy:</b> 6.1.4 Support local communities to develop, grow and be great places to live.           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                               |                 |          |
| 6.1.4.1 Liaise with local Real Estate Industry to monitor the local market and encourage diversity in housing choice. | Regular liaison throughout the quarter with real estate agents.                                                                                                                                                                                                                                                                                                                                                                                                                           | Economic Development          | 30/06/2013      |          |
| 6.1.4.3 Work with Developers and Housing Associations to create liveable, affordable and sustainable housing.         | Officers work with developers and permit applicants to achieve objectives relating to affordable, livable and sustainable housing on an ongoing basis, through meetings and advice.                                                                                                                                                                                                                                                                                                       | Planning & Building Services  | 30/06/2013      |          |
| 6.1.4.9 Implement the Regional Transport Connections Strategy.                                                        | 'Access Connect Belong' is progressively being developed. A Memorandum of Understanding (MOU) and Partnership Agreements with Community hub Inc. are currently being prepared. An evaluation report has been forwarded to the Department of Planning and Community Development.                                                                                                                                                                                                           | Health and Community Services | 30/06/2013      |          |





# Draft Council Plan 2013-2017



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## Executive Summary

Welcome to our Council Plan 2013-2017, which is a high level strategic document responding to the issues faced by our community and sets out our goals, key strategic activities and performance indicators for the next four years.

The key issues faced by our community have informed the choice of major projects/activities that Council has identified as its highest priority. Council has committed to complete these projects over the life of this plan, supporting the achievement of our stated goals.

The Council Plan does not contain the detail of day to day operational activities, short term projects or recurrent work programs. These additional activities/projects that also underpin our goals and strategies are contained in our Annual Operational Plan.

### Our Community

The Shire contains the major urban centre of Colac, the coastal resort towns of Apollo Bay and Skenes Creek, the rural townships of Birregurra, Beeac, Cressy and Forrest, and a large rural hinterland. A large proportion of the Shire is made up of State Forest and National Park. Development in the Shire dates from the 1850s

Our estimated population for 2013 is 20,973. Our Shire experiences a higher employment rate, 97% (full time, 57%; part time, 40%) than for regional Victoria, at 94.8%.

### Our Vision - Our Challenges

Our vision for the community is for a sustainable, vibrant future. Along the way we face a number of key challenges, these are:

- *Financial constraints.* Financial sustainability is a key challenge with limited capacity to raise funds through traditional means, resulting in the need to find a balance between the financial burden faced by the community and the ability to meet future needs and aspirations.
- *Ageing population.* Our demographic indicates a significant ageing population, which presents challenges for the future provision of services.
- *Significant levels of disadvantage.* Research highlights that the particular challenges faced by our community are in the areas of Early Years, Youth, access to technology and diverse housing types.
- *Public transport networks.* Poor public transport infrastructure impacts those groups in our community that need to travel to access services, recreation facilities etc.
- *Climate change.* The effects of climate change will impact current infrastructure and has implications for future planning and development.
- *Assets – renewal, maintenance and new.* The challenge of addressing infrastructure assets is multi-faceted dealing with assets that are at the end of their useful life and the need to construct new infrastructure that meets modern service requirements and future demand as population grows.

### Our response

We will address these challenges through a combination of direct action, strong advocacy by Council. We will also strengthen partnerships with our community, State and Federal Government and the private sector.

## Our Vision, Mission and Values

### Vision

A sustainable community with a vibrant future

### Mission

Council will work with our community and partners to provide:

- Innovative leadership, good governance and financial accountability
- Value for money, accessible and appropriately targeted services
- A strong advocacy and engagement approach to achieve a truly liveable community

### Values

|           |                                                                                                                                                                                                                                                                |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Respect   | Be open and consistent in our dealings with people and respect their views. Continually work on developing relationships built on trust. Treat others as we would like others to treat us. Acknowledge the opinions of others and their right to be different. |
| Integrity | We will work in an open and transparent way, ensuring our processes, decisions and actions are ethical, responsible and honest.                                                                                                                                |
| Goodwill  | We will have an attitude of kindness or friendliness and build a good relationship with our customers and community.                                                                                                                                           |
| Honesty   | We will be consistent, keep our promises, admit our mistakes and clearly communicate our decisions.                                                                                                                                                            |
| Trust     | We will act honestly, openly and fairly to build levels of trust.                                                                                                                                                                                              |

### Our Commitment

We commit to being open and responsive to community needs; to being an effective Council, and to strive to make our Shire an inclusive, safe and desirable place to live.

## Mayor and CEO's Message



### **We welcome you to the 2013-2017 Council Plan.**

The Council Plan is based on what Council understands to be most important to people's lives, their hopes and aspirations, and what kind of Shire we all want in the years ahead. This information comes from community consultation and research.

The Council Plan 2013-2017 is Colac Otway Shire's key corporate document; it is a high level plan that sets out our goals, key strategic activities and performance indicators for the next four years. It will be underpinned by annual operational plans (financial year based) that provide the detail of the works and activities to be achieved.

Our plan is structured around four key themes or 'pillars'. These are: Good Governance, A Planned Future, A Place to Live and Grow and A Healthy Community and Environment.

### **The important things**

Council has developed this Plan through a collaborative process with its key stakeholders: elected Councillors, the organisation, the general community, business groups and progress associations. We conducted 14 community forums around the Shire during February/March 2013, to help us build this Plan. For the first time we used social media and our website to help us more actively engage the younger members of our 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 Shire.

The Council Plan guides our financial plans, the annual budget, annual operational plans and continuous improvement of our services.

Progress against our performance indicators will be measured quarterly. Results will be reported to Council and the publication of our Annual Report.

Other key plans such as the Municipal Public Health Plan, Strategic Resource Plan, Long Term Financial Plan and Budget as well as business plans and specific topic strategies are aligned to the Council Plan.

This document also describes how the Council organisation is managed to achieve these benefits for the community; and provides some information about the Colac Otway Shire community itself.

**Cr Lyn Russell**  
Mayor

**Rob Small**  
Chief Executive Officer

## Our Council



**Cr Lyn Russell**  
Mayor

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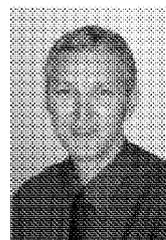
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## How Council Operates

Our seven 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 strategic objectives and for making decisions on the activities and key issues that impacts the liveability of our community. It also promotes policy and ensures that the organisation performs effectively on behalf of the community.

The Mayor is elected by the other councillors and is the leader of the Council, chairs council meetings and represents the Shire at important government, business and community meetings. The Mayor acts as the ceremonial head at civic events.

Councillors attend formal council meetings and community meetings. They also represent the council at civic events and functions and attend to issues raised by the community. The Council is responsible for making statutory decisions, approval of policy, advocacy and the appointment of the Chief Executive Officer.

### Council Meetings

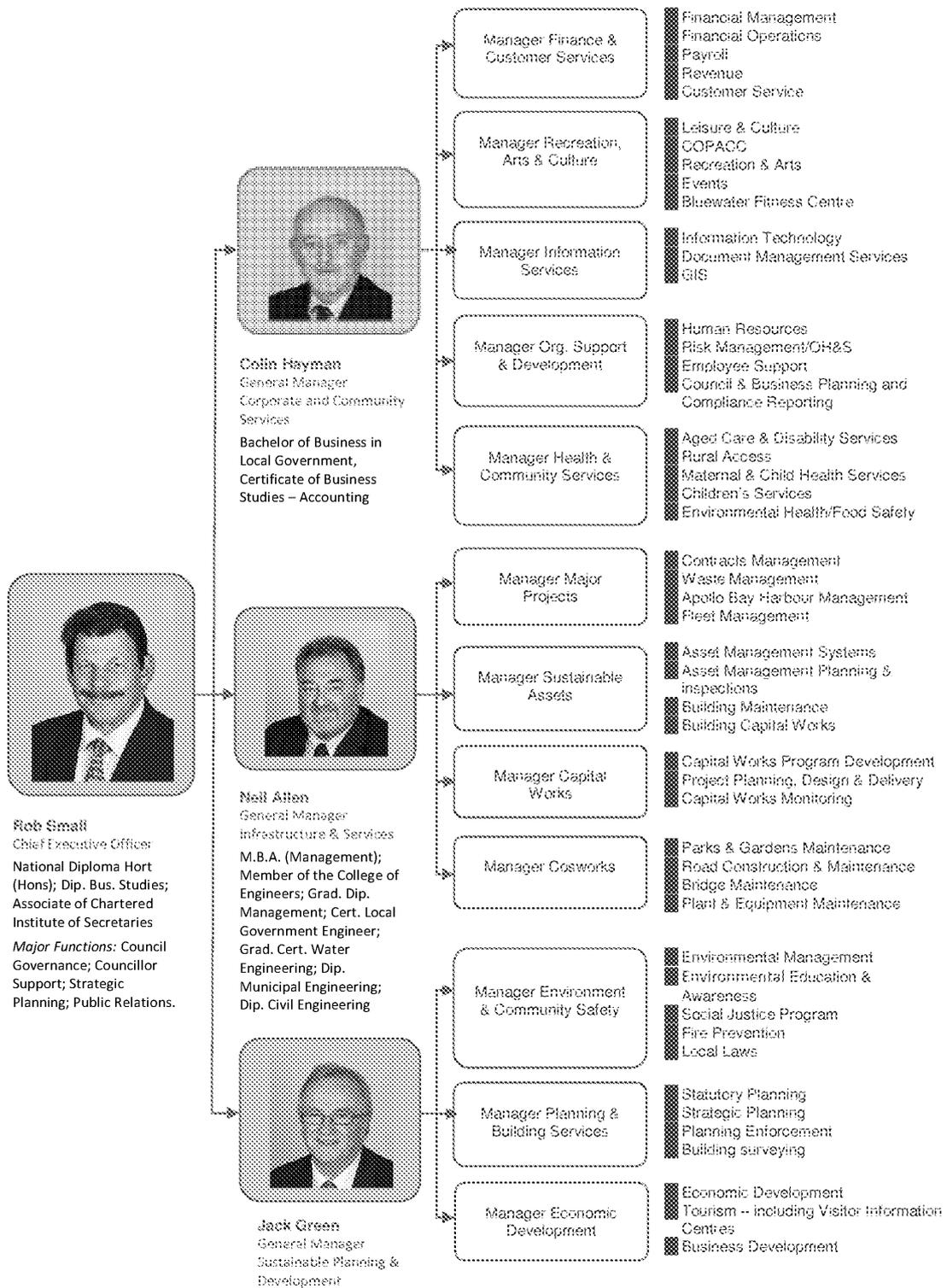
Council meetings are generally held on the 4<sup>th</sup> Wednesday of each Month and are open to the public. Council meetings are held at the Council offices in Colac, with two meetings a year held in Apollo Bay and one in Birregurra. Council’s meeting agendas and minutes are available on the Colac Otway Shire website [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au).

Committee appointments are made annually by Council. Committees of Council are as follows:

| Committee                                              | Purpose/Comments                                                                                                                                                                                                                                       |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Audit Committee<br>(Advisory Committee)                | To review financial and risk management systems and assist Council to carry out its corporate governance responsibilities. It has an independent member as the chairperson. The Chief Executive Officer (CEO) is a non-voting member.                  |
| Australia Day Advisory Committee                       | To review nominations and select Australia Day Award winners in the various categories.                                                                                                                                                                |
| Festival & Events Support Scheme<br>Advisory Committee | To consider the applications received for the Festival & Events Support Scheme and make any recommendations to Council on any strategic directions for specific events or the Support Scheme.                                                          |
| Grants/Community Funding<br>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<br>(Special Committee)              | To consider and determine all matters referred to it pursuant to the instrument of delegation, matters relating to strategic issues, receiving regular reports on key performance indicators, and other matters referred to the Committee as seen fit. |
| Small Town Improvement Program<br>Advisory Committee   | To consider the applications received for the Small Town Improvement Program.                                                                                                                                                                          |

**Note:** A number of the committees include external members and staff.  
On an annual basis, Council also appoints Councillors to a number of other committees and external bodies.

# Our Organisation

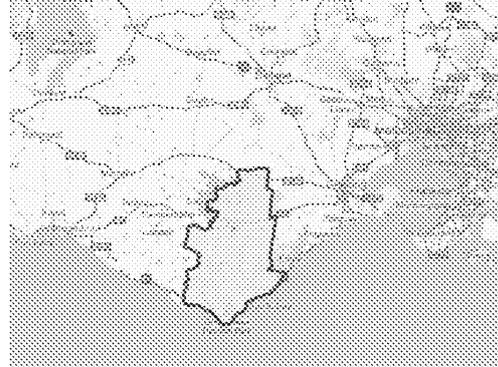


## Our Shire Profile

### Location and history

Colac Otway Shire is located in Victoria's south west 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.

The Shire contains the major urban centre of Colac, the coastal resort towns of Apollo Bay and Skenes Creek, the rural townships of Birregurra, Beeac, Cressy and Forrest, and a large rural hinterland. A large proportion of the Shire is made up of State Forest and National Park.

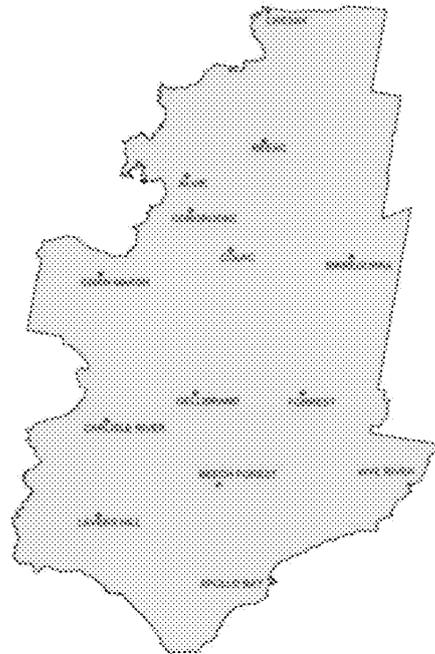


Development in the Shire dates from the 1850s when pastoralists and timber-getters established themselves in the areas around Colac. Colac experienced significant growth in the first half of the 20th century as it became the major service centre to the agricultural areas to the north and the timber getting areas to the south. Apollo Bay was established in the 1860s as a port for the timber being harvested in the Otway Ranges. The construction of the Great Ocean Road in the 1930s opened up the coastal strip for development and in more recent years Apollo Bay has established itself as a holiday destination.

### People

Our estimated population for 2013 is 20,973. The forecast through to 2031 is for a growth of approximately 1% per annum. We expect this to increase once the dual highway to Geelong is completed as it will open up the region making commuting an attractive option for both the local population and for those seeking a lifestyle change.

Growth over the coming 18 years is also predicted to be steady; however with an increasingly ageing population.



### Age Structure

Age structure is an important indicator of an area's residential role and function and how it is likely to change in the future. The age structure of a population is usually indicative of an area's era of settlement and provides key insights into the level of demand for services and facilities, as most services and facilities are age-specific.

|               |       |
|---------------|-------|
| 0 – 4 years   | 6.2%  |
| 5 – 19 years  | 19.4% |
| 20 – 34 years | 14.8% |
| 35 – 59 years | 34.0% |
| over 60 years | 25.6% |

### 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.  
 Estimated population: 20,973  
 Population born overseas: 7.5%  
 Population growth rate: 1.2%  
 Employment rate: 97% (full time, 57%)  
 Rateable properties: 14,768

#### Education and Employment

Young people in Colac Otway Shire tend to leave school earlier and are less inclined to go to university, compared with regional Victoria. Overall, 41.9% of the population left school at Year 10 or below, and 31.9% went on to complete Year 12 or equivalent, compared to 39.0% and 35.6% respectively for regional Victoria.

On the other hand, our Shire experiences a higher employment rate, 97% (full time, 57%; part time, 40%) than for regional Victoria, at 94.8%.

The five major industry sectors are:

- Health Care and Social Assistance (1,133 persons or 13.7%)
- Manufacturing (1,048 persons or 12.7%)
- Agriculture, Forestry & Fishing (993 persons or 12.0%)
- Retail Trade (843 persons or 10.2%)
- Tourism (693 persons or 8.4%)

In combination, these five industries employed a total of 5,220 people or 63% of the employed resident population.

#### Housing

The housing market in our Shire shows distinct variations. Colac and the rural areas primarily provide housing for families, with rural areas recording some population decline in recent years due to ongoing structural change in agriculture and the ageing of the population.

By contrast, our coastal areas have a dual housing market focussed on families and retirees. However, the vacancy rates are extremely high, reflecting their role and function as holiday destinations. It is expected that demand for housing in the coastal areas will predominantly come from further afield, such as Geelong and Melbourne.

There are significant differences in the supply of residential property within the Shire, which will have a major influence during the next five to ten years due to changing needs. New development opportunities have been identified in Elliminyt and the coastal areas, while the established areas of Colac and the rural areas have relatively low numbers of new dwellings expected over the forecast period.

#### Sources

Australian Bureau of Statistics Census 2011  
.id Consulting, Melbourne 2013  
REMPPLAN 2012

## Challenges Facing Council

The challenges we face can be clustered into two broad areas, these are:

1. **Council specific challenges** – these challenges are directly under the control or responsibility of Council and Council will need to decide if the challenge requires a strategic response and resource allocation.
2. **Broad Shire community challenges** – these liveability issues are faced by the whole Shire, not just the Council as a Local Government Authority, 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.

Our major current and future challenges are identified below. We will address these challenges through a combination of direct action and strong advocacy by Council. We will also strengthen partnerships and collaboration with our community and the State and Federal Government, along with the private sector. The challenges identified below have informed the development of our Council Plan, our Goals and Key Strategic Activities.

### Financial Constraints

Council has limited capacity to raise funds through traditional means i.e. rates. This results in a tension in finding a balance between the financial burden faced by the community and the ability to meet future needs and aspirations.

### Ageing Population

Colac Otway Shire has a growing ageing population, which presents challenges to future planning for:

- community care services
- arts, culture and open space facilities and events
- infrastructure to ensure accessibility
- pressure will increase for access to:
  - age-friendly built environment
  - appropriate housing
  - health services, especially outlying areas
  - transport opportunities throughout the shire
  - internet throughout the shire
  - community events throughout the shire.

An ageing population also has workforce implications, with a potential mass exodus of 'baby boomers' related to retirement and consequent loss of talent and experience.

### Significant Levels of Disadvantage

Colac Otway Shire has pockets of high socio-economic disadvantage characterised by lower incomes, education and skill levels, alongside higher levels of unskilled occupations, family and health issues.

The median net income of couple families is comparatively low, the proportion of sole parent families is higher than that for the rest of Victoria and education attainment for parents is lower.

### Early Years

This has implications for early years' development including:

- Early years' service provision. Overall demand for services is higher and the proportion of complex cases is greater. It is critical that services are affordable and physically accessible.
- A higher level of children in Colac specifically vulnerable in physical health and well being; social competence; and communication skills and general knowledge.

#### Youth

- We lose significant numbers of young adults as they seek employment and education and training opportunities in larger centres. This is a trend common to most rural and regional areas in Australia; however it is a particular issue for our Shire.
- Ongoing issues with helping young people find a sense of place and connection.
- South West Local Learning & Employment Network (SWLLEN) reports that the need to increase educational achievement in the region is a community issue because it is a limiting factor for both the life chances of individuals and the regional economy.

#### Access to technology

- Colac Otway has the highest proportion of households of homes without internet connection of all GSC municipalities, 19% below the Victorian average and the lowest in the Barwon South West.
- Growing community demand to communicate with Council via social media.
- Demand for increased online services.

#### Access to diverse housing types

There is a growing demand for different types of residential property within the Shire to meet the needs of different age groups, especially the older section of the population. This will increase over the next five to ten years.

#### Transport Network

There is increasing pressure and growing need to increase public transport services (bus, rail etc), including:

- Connection with Geelong
- Connection within the Shire e.g. Apollo Bay – Colac within the city of Colac

The potential for significant increases in road freight volumes will impact on liveability and tourism values across the shire. Responses to this will need to include:

- Developing an alternate truck route for Colac
- Improved pedestrian and cycling infrastructure

#### Climate Change

Implications for future planning and development:

- Minimise the impact of human settlement on the environment and protect significant landscapes and natural assets, including the natural functions of the region's waterways, wetlands, riparian areas (on or relating to the banks of a natural watercourse) and floodplains.
- Continued pressure for development along the coast for lifestyle choice and holiday destinations creates environmental and service delivery challenges.
- Development of the area immediately surrounding coastal settlements and further development of existing, old subdivisions will continue to generate policy challenges and can create long-term transport, health service and employment issues.
- Potential need to relocate infrastructure and assets.

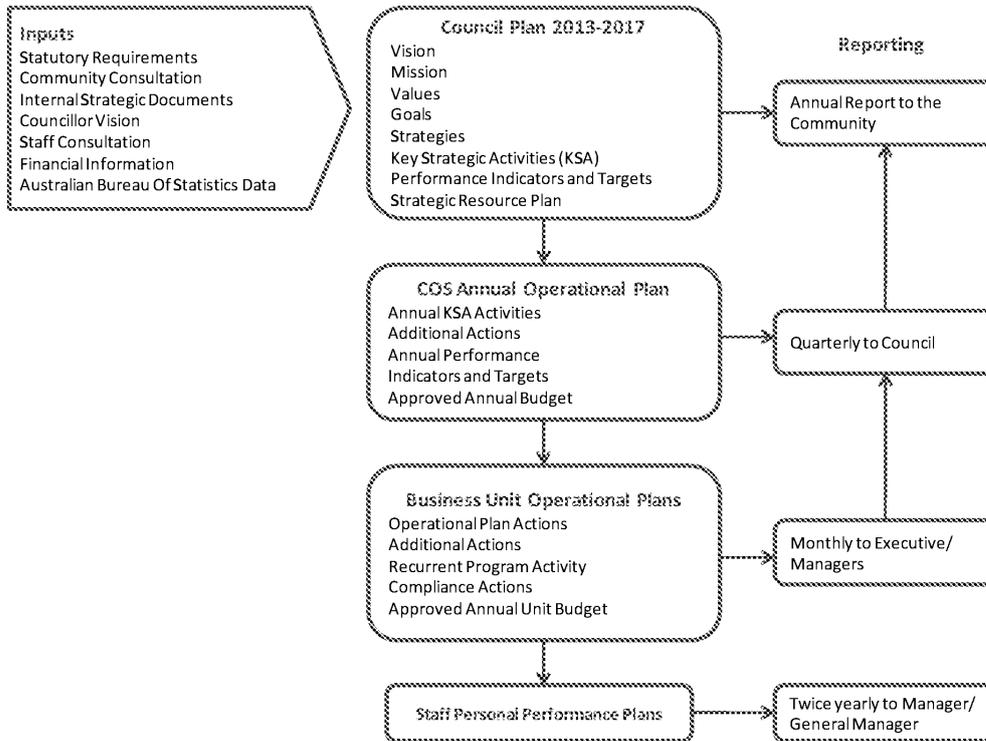
#### Assets – Renewal, Maintenance and New

The challenge of addressing infrastructure assets is multi-faceted dealing with assets that are at the end of their useful life and the need to construct new infrastructure that meets modern service requirements and future demand as population grows. Other issues include:

- Major drainage issues across the Shire.
- Asset renewal, maintenance and provision of new infrastructure. Assets include roads, footpaths, drainage, bridges, public spaces, buildings and recreation facilities.
- The current standards do not meet community expectations.
- There is an unfunded community infrastructure renewal gap.

## Council’s Integrated Planning Framework

Our integrated planning framework illustrates Council’s planning and reporting cycle, which is structured around the Council Plan, our key corporate strategic document. It is underpinned by the Colac Otway Shire (COS) Annual Operational Plan, along with Business Unit Operational Plans that support the achievement of our Council Plan strategies.



### Continuous Improvement

Colac Otway Shire is committed to continuous improvement; ensuring we derive the best value from the resources we use and deliver 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, value for money services and facilities that promote community wellbeing.

## Pillars, Goals and Key Strategic Activities

The Council Plan is a high level strategic document responding to the issues faced by our community and sets out our goals, key strategic activities and performance indicators for the next four years from 2013 to 2017. The Council Plan will be underpinned by annual operational plans (financial year based) that provide the detail of the works and activities to be achieved.

The Council Plan does not contain the detail of day to day operational activities, short term projects or recurrent work programs. These additional activities/projects that also underpin our goals and strategies are contained in our Annual Operational Plan (see page 13 for Council's integrated planning framework).

Our plan is structured around four key themes or 'pillars'. These are:

### 1. Good Governance

means we care and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

**Our Goal:**

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

### 2. A Planned Future

creates an attractive shire with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

**Our Goal:**

Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.

### 3. A Place to Live and Grow

is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and people have access to gain the skills and education needed to reach their potential.

**Our Goal:**

Improve access to buildings, spaces and education to support and enable quality of life.

### 4. A Healthy Community and Environmental

actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

**Our Goal:**

Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.

## Key Strategic Activities

The key issues faced by our community have informed the choice of major projects/activities that Council has identified as its highest priority. Council has committed to complete these projects over the life of this plan, supporting the achievement of our stated goals.

**Pillar 1: Good Governance**

means we care and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

**This is about:**

- Effective Governance
- Excellence in Local Government
- The Best Place to Work
- Engaging with the Community
- Customer Focus

**Services/Activities:**

- Governance
  - Corporate
  - Democratic
- Local Laws (ensuring adequacy and currency of laws)
- Resource Management (maintaining the assets we use to deliver services to the community):
  - Assets:
    - ✓ Plant
    - ✓ Vehicles
- Our People
- Finance
- Triple bottom line

**Our Goal:**

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

**Strategies**

1. Transparent and accountable decision making.
2. Prudent and accountable financial, asset and resource management.
3. Effective community engagement and participation.
4. Embed an organisation culture of a high performance and service excellence.

**Key Strategic Activities (KSA)**

|                                                                 | Performance Indicators                                   | Targets |
|-----------------------------------------------------------------|----------------------------------------------------------|---------|
| Implement Council's Risk Management System.                     | Incident reporting and management system implemented.    | 100%    |
|                                                                 | Budget met with a tolerance of                           | +/- 5%  |
|                                                                 | Risk Register reviewed by the Risk Management Committee. | 100%    |
|                                                                 | Compliance audits completed.                             | 100%    |
|                                                                 | New risk register management system implemented.         | 100%    |
| Implement Council's internal audit program.                     | Budget met with a tolerance of                           | +/- 10% |
|                                                                 | Complete internal audits as per audit schedule.          | 100%    |
|                                                                 | Respond to all audit recommendations.                    | 100%    |
|                                                                 | Budget met with a tolerance of                           | +/- 5%  |
| Develop proficiency in the National Asset Management Framework. | Asset Management system implemented.                     | 100%    |
|                                                                 | Budget met with a tolerance of                           | +/- 5%  |

## Pillar 2: A Planned Future

creates an attractive shire with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

### This is about:

- Places and Buildings
- Travel and Transport
- Activity and Economy

### Services/Activities:

- Land use and planning
- Transport Connections
- Economic development
- Tourism
- Infrastructure (planning for the built environment and future growth needs – improving access to services)
- Emergency management planning

### Our Goal:

Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.

### Strategies

1. Plan for future land use to respond to population growth and changing needs.
2. Develop an integrated response to meet future infrastructure needs.
3. Advocate for improved public transport.
4. Promote local business, services and foster employment opportunities.
5. Grow tourism to support the local economy.

### Key Strategic Activities (KSA)

|                                                             | Performance Indicators                                                                                        | Targets |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------|
| Community integrated infrastructure and asset renewal plan. | Asset management plan developed.                                                                              | 100%    |
|                                                             | Budget met with a tolerance of                                                                                | +/- 5%  |
| Staged implementation of the Colac CBD & Entrances Project. | Detailed design completed (stage 1).                                                                          | 100%    |
|                                                             | Funding bid successful (stage 2).                                                                             | 100%    |
|                                                             | Inner Eastern Entrance completed (stage 3).                                                                   | 100%    |
|                                                             | Budget (stage 3) met with a tolerance of                                                                      | +/- 5%  |
| Apollo Bay Harbour Master Plan.                             | Master Plan completed and adopted as a reference document in the Colac Otway Shire Planning Scheme (stage 1). | 100%    |
|                                                             | Implementation strategy developed (stage 2).                                                                  | 100%    |
| Redevelopment of the former Colac High School site.         | Master Plan completed (stage 1).                                                                              | 100%    |
|                                                             | Clearance and Handover to Colac Otway Shire (stage 2).                                                        | 100%    |
|                                                             | Detailed design completed (stage 3).                                                                          | 100%    |

**Pillar 3: A Place to Live and Grow**

is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and where people have access to gain the skills and education needed to reach their potential.

**This is about:**

- Health and Wellbeing services
- Places and Buildings
- Skills development and Education

**Services/Activities:**

- Arts and culture (management of COPACC facility)
- Sport and Rec facilities (management of BWFC facility etc)
- OPASS
  - Community ambassadors (improving liveability for older people in small communities)
  - Home Care
  - Home maintenance
  - Meals on wheels
- Maternal and Child Health
- Immunisation
- Family Services
- Infrastructure (maintaining the built environment):
  - Roads
  - Footpaths
  - Bridges
  - Buildings
  - Parks and gardens

**Our Goal:**

Improve access to buildings, spaces, services and education to support and enable quality of life.

**Strategies**

1. Address the health and wellbeing needs of people of all ages and abilities.
2. Advocate for access to an increased range of education and training opportunities.
3. Increase the diversity of arts, culture and social spaces.
4. Maintain existing infrastructure.

**Key Strategic Activities (KSA)**

|                                                                   | Performance Indicators                                         | Targets   |
|-------------------------------------------------------------------|----------------------------------------------------------------|-----------|
| Develop and implement the Public Health and Wellbeing Plan.       | Plan developed.                                                | 100%      |
|                                                                   | Plan implemented.                                              | 100%      |
|                                                                   | Budget met with a tolerance of                                 | +/- 5 %   |
| Staged implementation of the Beechy Precinct development program. | \$10 million Bluewater Fitness Centre redevelopment completed. | 100%      |
|                                                                   | Budget met with a tolerance of                                 | +/- 2.5 % |
|                                                                   | Community sports field constructed.                            | 100%      |
|                                                                   | Budget met with a tolerance of                                 | +/- 10%   |
| Staged implementation of the Open Space Strategy.                 | Strategy incorporated into the Planning Scheme (stage 1).      | 100%      |
|                                                                   | Implementation strategy developed (stage 2).                   | 100%      |
|                                                                   | Priority actions implemented (stage 3).                        | 100%      |
|                                                                   | Budget (stage 3) met with a tolerance of                       | +/- 5 %   |

Pillar 3: A Place to Live and Grow (continued)

|                                                                                     | Performance Indicators             | Targets |
|-------------------------------------------------------------------------------------|------------------------------------|---------|
| Implement the Building Renewal Program.                                             | Program actions completed.         | 85%     |
|                                                                                     | Budget met with a tolerance of     | +/- 5 % |
| Implement the Workforce and Industry Development Project (Advancing Country Towns). | Industry workforce plan completed. | 100%    |
|                                                                                     | Budget met with a tolerance of     | +/- 5 % |
|                                                                                     | Green business audit completed.    | 100%    |
|                                                                                     | Budget met with a tolerance of     | +/- 5 % |

**Pillar 4: A Healthy Community and Environment**

actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

**This is about:**

- Places and Buildings
- Community Wellbeing
- Events
- Sport and Recreation
- The Environment

**Services/Activities:**

- Sport and Rec activities
- Events
- Arts and Culture activities
- Local Laws (keeping the community safe)
- Emergency management response
- Sewerage
- Food inspections
- Environmental Sustainability
  - Waste Management
  - Water use
  - Power consumption
  - Climate change
  - Street lighting

**Our Goal:**

Respect cultural differences, support a range of healthy and creative activities, foster community safety and promote environmental sustainability.

**Strategies**

1. Encourage active participation in recreation, arts and leisure pursuits.
2. Promote respect, tolerance and inclusion of cultural differences.
3. Advocate to increase environmental sustainability.
4. Protect and care for the natural environment.
5. Support community safety through local law enforcement and emergency management.

**Key Strategic Activities (KSA)**

|                                                                    | Indicators                                               | Target  |
|--------------------------------------------------------------------|----------------------------------------------------------|---------|
| Implement the relevant stages of the Environment Strategy 2010-18. | Develop bi-annual action plans.                          | 100%    |
|                                                                    | Completion of bi-annual plan actions.                    | 80%     |
|                                                                    | Budget met with a tolerance of                           | +/- 5%  |
| Implement the Active Transport Strategy.                           | Strategy adopted.                                        | 100%    |
|                                                                    | Implementation plan developed.                           | 100%    |
|                                                                    | Budget met with a tolerance of                           | +/- 10% |
| Implement the Municipal Emergency Management Plan.                 | Annual review and realignment completed.                 | 100%    |
|                                                                    | Colac Otway Shire Municipal Fire Plan actions completed. | 80%     |
|                                                                    | Budget met with a tolerance of                           | +/- 10% |

## Reference Documents

During the development of the Council Plan for the Colac Otway Shire (COS), the following Strategies and Plans were used as reference documents:

- Apollo Bay Structure Plan
- Colac Otway Public Open Space Strategy
- COS Arts & Culture Strategic Plan
- COS Positive Ageing Strategy Research Paper
- COS Recreation Strategy
- Early Years Plan 2010-2013
- Environment Strategy 2010-2018
- G21 Strategy
  - G21 Regional Growth Plan
- Health and Wellbeing Pillar – Community Health and Wellbeing Profile 2009
- ID Profile - Colac Otway Shire Community Profile
- Local Government Area Profiles – Department of Health – 2011
- Road Management Plan
- Public Health Plan & Wellbeing Plan 2010 - 2013
- State of the Regions Report 2012-13
- The Great South Coast Regional Strategic Plan



# STRATEGIC RESOURCE PLAN 2013-14 TO 2016-17

| DOCUMENT CONTROL                                                                                                                                                                                                                                                                    |                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| <b>Colac Otway Shire Council</b><br>PO Box 283<br>COLAC VIC 3250<br><br>Mobile: 0428 650 384<br>Email: <a href="mailto:brett.exelby@colacotway.vic.gov.au">brett.exelby@colacotway.vic.gov.au</a><br>Web : <a href="http://www.colacotway.vic.gov.au">www.colacotway.vic.gov.au</a> | <b>Document:</b> Colac Otway SRP     |
|                                                                                                                                                                                                                                                                                     | <b>Project Manager:</b> Brett Exelby |
|                                                                                                                                                                                                                                                                                     | <b>Author:</b> Brett Exelby          |
|                                                                                                                                                                                                                                                                                     | <b>Date:</b> <b>April 2013</b>       |
| <b>Synopsis:</b> Strategic Resource Plan                                                                                                                                                                                                                                            |                                      |

**CONSULTANTS DISTRIBUTION SCHEDULE**

| Version No. | Date       | Distribution | Reference |
|-------------|------------|--------------|-----------|
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|             |            |              |           |

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Strategic Resource Plan



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## 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 2013-2017 are:
  - Council will increase average rates and charges per assessment by 6.00 percent in the 2013-2014 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 \$9.8 million in 2013-2014.

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



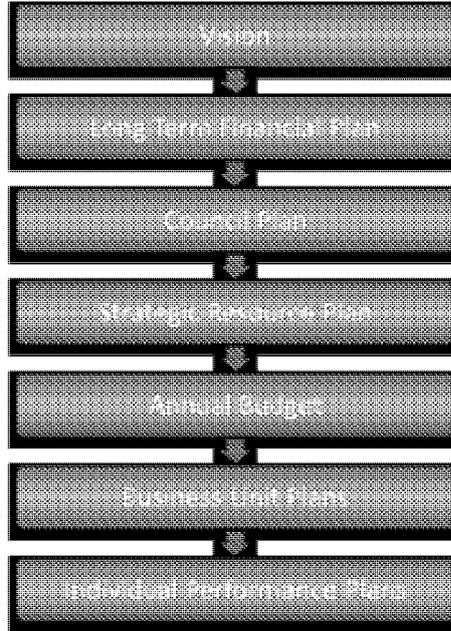
The diagram below details the key strategic areas covered by the SRP and the integration required between Council's financial strategies.



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

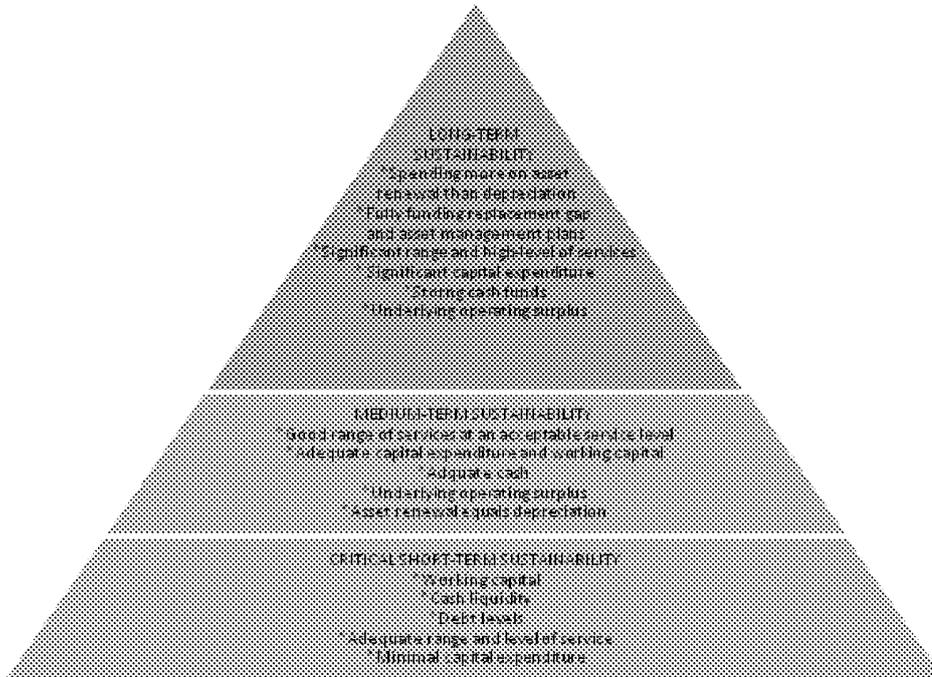
The 2013-2014 SRP is intended to achieve the following objectives in the 4-year time frame:

- 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.

**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 2013-2014 Budget.

| Section                                        | Strategic Direction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Section 3: Colac Otway financial indicators    | <p>That Colac Otway Shire Council continues to benchmark with other Victorian councils and those within the large council category.</p> <p>That Colac Otway Shire Council applies the outcomes of this SRP to the 2013-2014 Budget.</p> <p>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.</p>                                                                                                                                                                                                                                                                                                                                                          |
| Section 4: Long-term borrowing strategies      | <p>That Colac Otway Shire Council, based on compliance with the State Government Prudential Guidelines, borrows funds for capital investment projects that provide intergenerational equity.</p> <p>That Colac Otway Shire Council retains its debt servicing and redemption costs at or below 5 cents in the rate &amp; charges revenue dollar, towards interest and principal, over the life of this SRP.</p> <p>That Colac Otway Shire Council commits to a maximum ten (10) year term for all new borrowings.</p>                                                                                                                                                                                                                                               |
| Section 5: Notional reserves                   | <p>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.</p> <p>Reserves are fully backed with cash at the end of each financial year.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Section 6: Rating and other revenue strategies | <p>That Colac Otway Shire Council retains capital improved value (CIV) as its valuation base.</p> <p>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.</p> <p>That Colac Otway Shire Council:</p> <ul style="list-style-type: none"> <li>■ directly charges waste collection and recycling costs and the cost of disposal of domestic waste, to those ratepayers who receive the service; and</li> <li>■ bases future increases on real cost increases, EPA, regulatory and safety requirements.</li> </ul> <p>That Colac Otway Shire Council pursues operational grant funding and strategic capital funding aligned with</p> |

Strategic Resource Plan



| Section                                          | Strategic Direction                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                  | <p>Council Plan objectives.</p> <p>That Colac Otway Shire Council pursues a consistent and rigorous methodology for the creation and setting of fees and charges.</p> <p>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.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p>Section 7: Asset management</p>               | <p>That Colac Otway Shire Council, having established its critical renewal investment levels, completes detailed Asset Management Plans for all major classes of Council assets.</p> <p>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.</p> <p>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.</p> |
| <p>Section 8: Capital works</p>                  | <p>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.</p> <p>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.</p>                                                                                                                                                                                                                                                                                                                                                                                           |
| <p>Section 9: Service provision and planning</p> | <p>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.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p>Section 10: Strategic Financial Plan</p>      | <p>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.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

Strategic Resource Plan



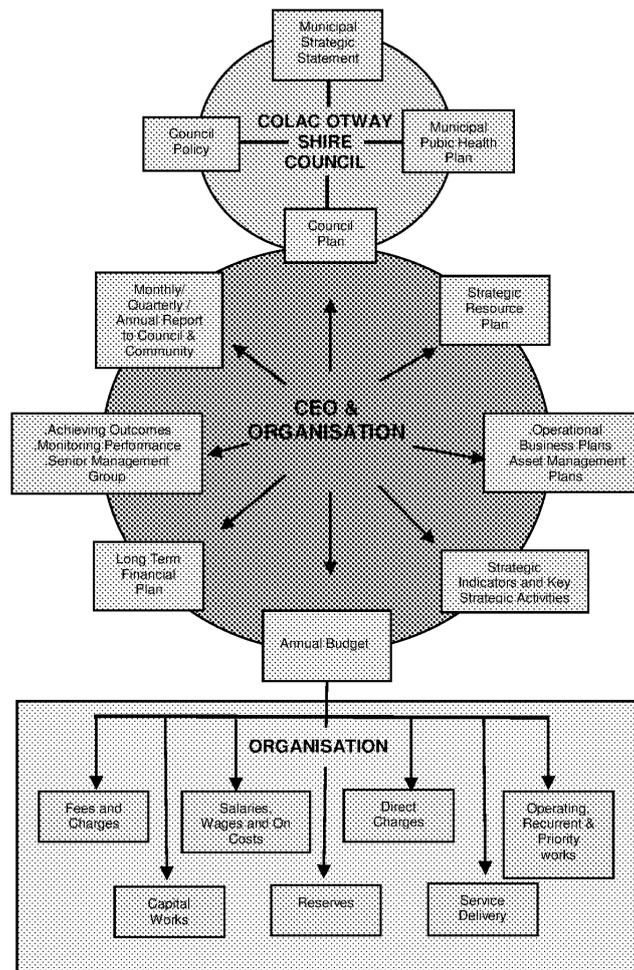
## 2. LINK BETWEEN STRATEGIC RESOURCE PLAN AND COUNCIL PLAN

### 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.

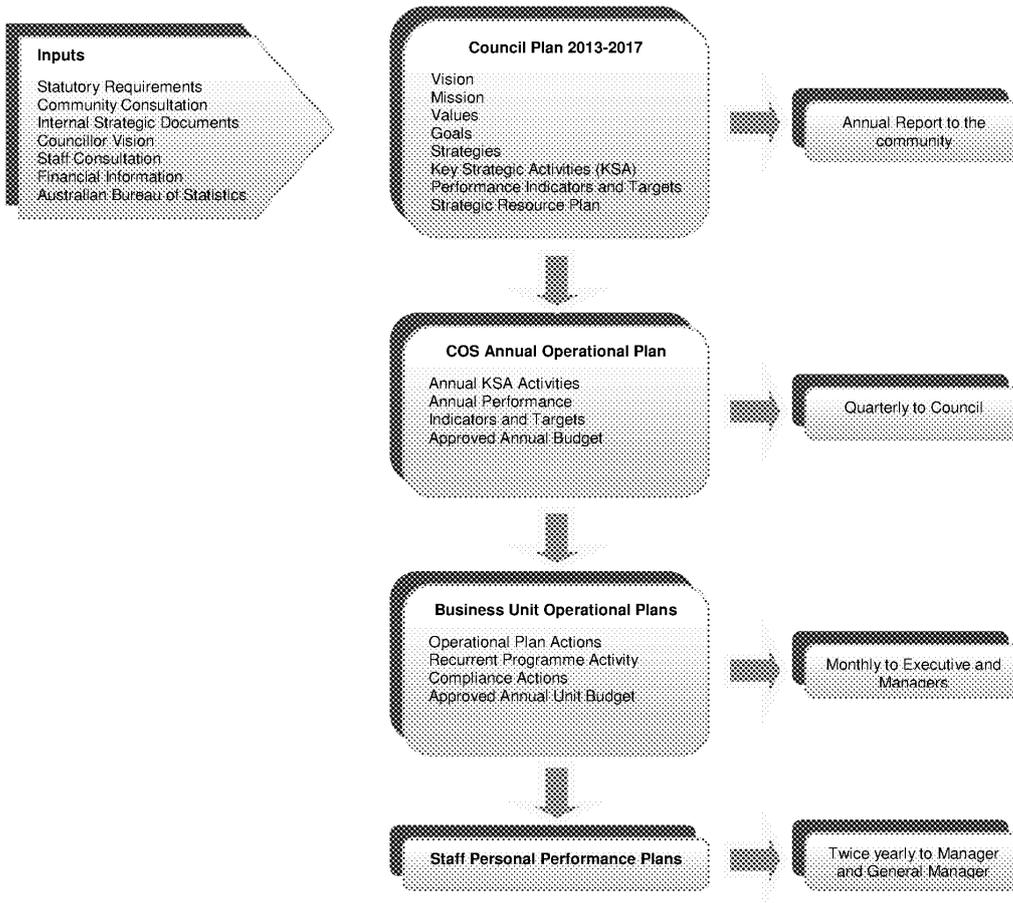


**Strategic Resource Plan**



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 Metro          | 18                       |
| Outer Metro          | 13                       |
| Regional Cities      | 8                        |
| Large Rural          | 19                       |
| Small Rural          | 21                       |
| <b>Total</b>         | <b>79</b>                |

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 2011-2012 was \$1.49 million which this SRP is addressing to restore to a surplus over the next four years.

## Strategic Resource Plan



### *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 40.8%, 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



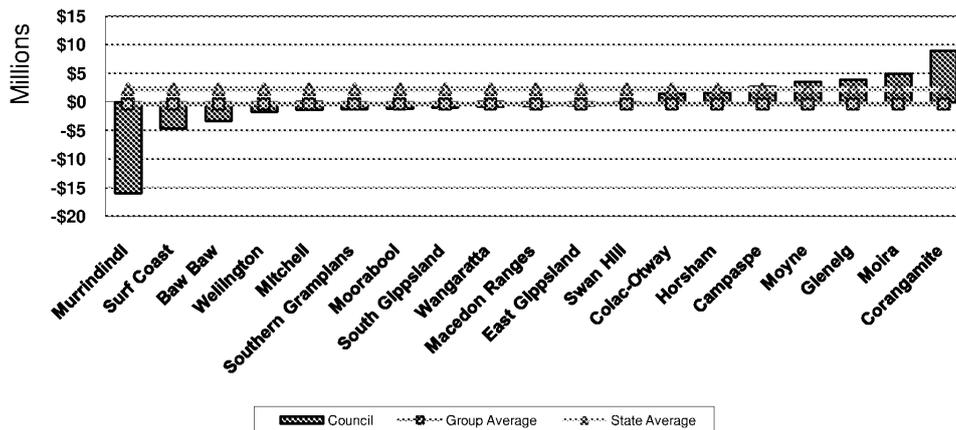
The VAGO's indicators of Council viability are listed below with 2010/11 results.

| Indicator                            | Calculation                                   | Explanation                                                                                                                                                                    | Results 2011/12 |
|--------------------------------------|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 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.                                    | 3.22%           |
| Liquidity                            | Current Assets/Current Liabilities            | Measure of ability to pay existing liabilities within 12 months.                                                                                                               | 2.73            |
| 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.                              | 39.5%           |
| 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. | 33.15%          |
| 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.                                       | 1.36            |
| Renewal Gap (VAGO)                   |                                               | Compares the rate of spending on existing infrastructure, property, plant and equipment through renewing, restoring and replacing existing assets with depreciation.           | 1.10            |

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.

Adjusted Operating Surplus/(Deficit) 2011-12 - Large Rural Councils



Strategic Resource Plan



**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 2013 forecast and the 2012-2013 and 2013-2014 likely budget projections.

| Debt Type       | Position at<br>30 June 2011<br>\$'000s | Budget at<br>30 June 2012<br>\$'000s | Projection at<br>30 June 2013<br>\$'000s | Projection at<br>30 June 2014<br>\$'000s | Projection at<br>30 June 2015<br>\$'000s |
|-----------------|----------------------------------------|--------------------------------------|------------------------------------------|------------------------------------------|------------------------------------------|
| Loan borrowings | 4,845                                  | 4,188                                | 5,256                                    | 4,658                                    | 4,107                                    |

Loan borrowings for 2013-2014 of \$0.156 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 2012. Colac Otway Shire Council's relative debt level is also shown.

Strategic Resource Plan



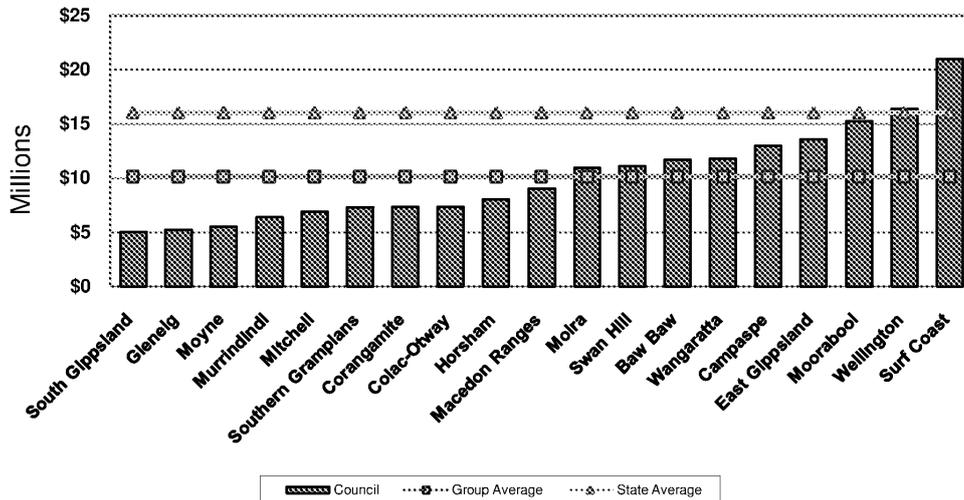
By comparing a number of different debt ratios within the large rural council grouping, Colac Otway Shire Council can begin to consider what level of debt is appropriate.

| Council                          | Debt Servicing / Total Revenue | Debt Commitment / Rates | Total Debt / Realisable Assets | Debt Commitment / Own Source Revenue | Total Debt / Own Source Revenue | Total Debt / Rate Revenue |
|----------------------------------|--------------------------------|-------------------------|--------------------------------|--------------------------------------|---------------------------------|---------------------------|
| South Gippsland                  | 0.16%                          | 4.08%                   | 12.70%                         | 3.54%                                | 14.89%                          | 17.13%                    |
| Glenelg                          | 0.40%                          | 4.07%                   | 15.82%                         | 3.29%                                | 19.55%                          | 24.24%                    |
| Macedon Ranges                   | 0.40%                          | 4.52%                   | 15.53%                         | 3.56%                                | 21.54%                          | 27.38%                    |
| Mitchell                         | 1.01%                          | 5.79%                   | 18.22%                         | 4.58%                                | 21.88%                          | 27.67%                    |
| Baw Baw                          | 1.09%                          | 7.23%                   | 15.18%                         | 6.03%                                | 27.73%                          | 33.25%                    |
| Colac-Otway                      | 0.87%                          | 4.58%                   | 19.09%                         | 3.77%                                | 27.86%                          | 33.82%                    |
| East Gippsland                   | 1.27%                          | 4.12%                   | 16.60%                         | 3.26%                                | 27.48%                          | 34.70%                    |
| Moynce                           | 0.40%                          | 3.24%                   | 12.12%                         | 1.75%                                | 19.41%                          | 35.83%                    |
| Wellington                       | 1.57%                          | 16.63%                  | 22.12%                         | 13.81%                               | 33.10%                          | 39.87%                    |
| Moira                            | 1.38%                          | 5.87%                   | 25.23%                         | 5.04%                                | 36.81%                          | 42.91%                    |
| Campaspe                         | 0.46%                          | 1.94%                   | 13.20%                         | 1.19%                                | 26.67%                          | 43.64%                    |
| Horsham                          | 0.75%                          | 5.13%                   | 11.44%                         | 3.64%                                | 32.13%                          | 45.23%                    |
| Corangamite                      | 0.52%                          | 7.13%                   | 0.00%                          | 5.15%                                | 33.24%                          | 45.99%                    |
| Murrindindi                      | 1.24%                          | 9.87%                   | 15.17%                         | 7.12%                                | 33.88%                          | 46.96%                    |
| Southern Grampians               | 0.85%                          | 4.74%                   | 13.95%                         | 3.12%                                | 34.07%                          | 51.77%                    |
| Swan Hill                        | 1.06%                          | 7.93%                   | 20.76%                         | 6.11%                                | 40.89%                          | 53.11%                    |
| Wangaratta                       | 1.22%                          | 10.19%                  | 23.83%                         | 7.66%                                | 40.61%                          | 54.00%                    |
| Surf Coast                       | 2.34%                          | 6.71%                   | 21.75%                         | 5.69%                                | 49.83%                          | 58.80%                    |
| Moorabool                        | 2.48%                          | 12.82%                  | 28.03%                         | 11.29%                               | 59.39%                          | 67.45%                    |
| <b>Average</b>                   | 1.02%                          | 6.66%                   | 16.88%                         | 5.24%                                | 31.63%                          | 41.25%                    |
| <b>Median</b>                    | 1.01%                          | 5.79%                   | 15.82%                         | 4.58%                                | 32.13%                          | 42.91%                    |
| <b>State Average (excl Melb)</b> | 0.85%                          | 5.23%                   | 12.43%                         | 4.19%                                | 28.29%                          | 36.09%                    |
| <b>Ranking</b>                   | 9                              | 7                       | 13                             | 9                                    | 9                               | 6                         |

Strategic Resource Plan



Debt Levels 2011/12- Large Rural Councils



The table also details the financial ratios with respect to debt management with the large rural councils and highlights the following points.

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 4.58 percent in 2011-12 meant ratepayers funded principal redemption and interest at 4.58 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.

**1.4 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.

Strategic Resource Plan



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 2009-10 | Position 2010-11 | Position 2011-12 |
|-----------------|------------------------------------------------------|-----------------------------------|------------------|------------------|------------------|
| Liquidity       | Current Assets to Current Liabilities                | 1:1.1                             | 2.18             | 2.41             | 2.73             |
| Debt Exposure   | Total Indebtedness to Total Realisable Assets        | 50%                               | 12.88%           | 13.03%           | 19.09%           |
| Debt Management | Total Debt as a % of Rate Revenue                    | 80%                               | 22.40%           | 23.67%           | 33.82%           |
| Debt Servicing  | Debt Servicing Costs as a % of Total Revenue         | 5%                                | 0.39%            | 0.86%            | 0.87%            |
| Debt Commitment | Debt Servicing and Redemption as a % of Rate Revenue | 10%                               | 2.40%            | 3.52%            | 4.58%            |

Colac Otway Council is well within the State Government Prudential Guidelines as at 30 June 2012 and is forecast to be within these as at 30 June 2013.

**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.

| 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|---------|---------|---------|---------|---------|---------|
| 2.73    | 1.34    | 1.40    | 1.38    | 1.27    | 1.56    |

**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.

| 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|---------|---------|---------|---------|---------|---------|
| 33.8%   | 25.6%   | 21.2%   | 17.6%   | 14.1%   | 10.9%   |

Strategic Resource Plan



**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.

| 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|---------|---------|---------|---------|---------|---------|
| 0.87%   | 0.86%   | 0.93%   | 0.79%   | 0.66%   | 0.52%   |

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.

**16 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 2011-12, 4.58 cents in the rate dollar received was to service debt – both principal and interest payments.

**17 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 2013-2014 SRP following the development of a 10-year capital works programme.

## Strategic Resource Plan



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.

## Strategic Resource Plan



### *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<br>30 June 2012<br>\$'000s | Forecast<br>30 June 2013<br>\$'000s |
|----------------------------|-----------------------------------|-------------------------------------|
| <b>Trusts and deposits</b> | 253                               | 230                                 |
|                            | <b>253</b>                        | <b>230</b>                          |

| Statutory reserves        | Actual<br>30 June 2012<br>\$'000s | Forecast<br>30 June 2013<br>\$'000s |
|---------------------------|-----------------------------------|-------------------------------------|
| <b>Car Parking</b>        | 128                               | 138                                 |
| <b>Recreational Lands</b> | 586                               | 584                                 |
|                           | <b>714</b>                        | <b>722</b>                          |

| Restricted reserves                    | Actual<br>30 June 2012<br>\$'000s | Forecast<br>30 June 2013<br>\$'000s |
|----------------------------------------|-----------------------------------|-------------------------------------|
| <b>Long Service Leave</b>              | 2,243                             | 1,621                               |
| <b>Port of Apollo Bay</b>              | 1,522                             | 0                                   |
| <b>Landfill Rehabilitation (Alvie)</b> | 524                               | 581                                 |
| <b>Plant Replacement</b>               | 1,309                             | 945                                 |
| <b>Rehabilitation</b>                  | 160                               | 160                                 |
| <b>Tirrengower Drainage Scheme</b>     | 29                                | 59                                  |
|                                        | <b>5,787</b>                      | <b>3,366</b>                        |

Strategic Resource Plan



| Identified reserves            | Actual<br>30 June 2012<br>\$'000s | Forecast<br>30 June 2013<br>\$'000s |
|--------------------------------|-----------------------------------|-------------------------------------|
| Carried Forward Projects       | 3,264                             | 0                                   |
| Unfunded Superannuation        | 100                               | 100                                 |
| Colac Livestock Selling Centre | 472                               | 0                                   |
| Kerbside Bin Replacement       | 606                               | 436                                 |
|                                | <b>4,442</b>                      | <b>536</b>                          |

| Discretionary reserves | Actual<br>30 June 2012<br>\$'000s | Forecast<br>30 June 2013<br>\$'000s |
|------------------------|-----------------------------------|-------------------------------------|
| Resource Development   | 0                                 | 0                                   |
|                        | <b>0</b>                          | <b>0</b>                            |

| Reserves Summary       | Actual<br>30 June 2012<br>\$'000s | Forecast<br>30 June 2013<br>\$'000s |
|------------------------|-----------------------------------|-------------------------------------|
| Trusts and Deposits    | 253                               | 230                                 |
| Statutory Reserves     | 714                               | 722                                 |
| Restricted Reserves    | 5,787                             | 3,366                               |
| Identified Reserves    | 4,442                             | 536                                 |
| Discretionary Reserves | 0                                 | 0                                   |
|                        | <b>11,196</b>                     | <b>4,854</b>                        |

**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 2012 revaluation was undertaken based on property values as at 1 January 2012.

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.

## Strategic Resource Plan



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.

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### 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.

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## 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.

## Strategic Resource Plan



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 |
|-------------------------------------------------|--------------------|
| <b>Residential – Colac</b>                      | 100%               |
| <b>Residential – Balance of shire</b>           | 85%                |
| <b>Rural farm</b>                               | 79%                |
| <b>Holiday Rental</b>                           | 100%               |
| <b>Commercial/Industrial – Colac</b>            | 165%               |
| <b>Commercial/Industrial – Balance of shire</b> | 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

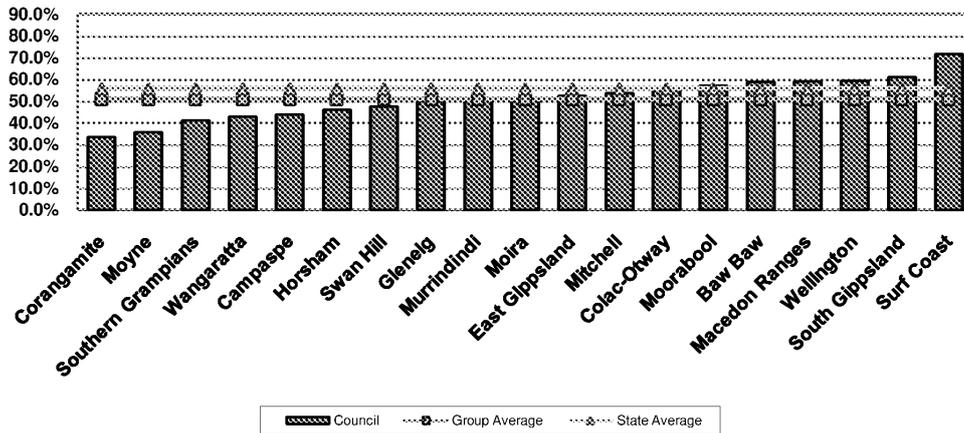
### 6.6 ASSESSMENT OF CURRENT RATING LEVELS

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

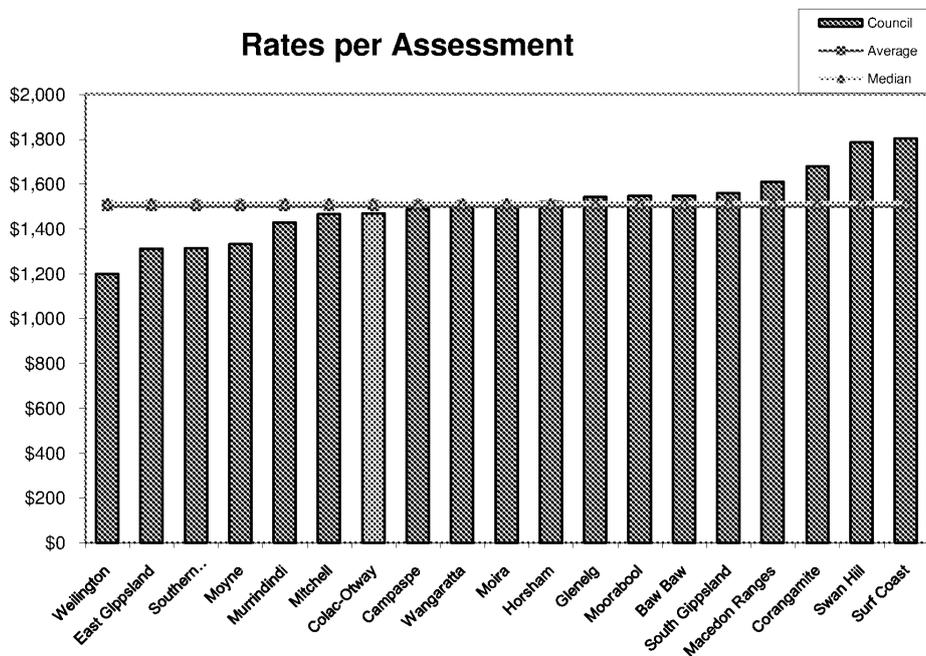


Rates as % of Total Revenue 2011-12  
- Large Rural Councils



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 2011-12 financial year, Colac Otway Shire Council was about average for the large shire group and state average.

Rates per Assessment



Strategic Resource Plan



**6.7 RATES AND CHARGES BUDGET – 2012-2013**

**6.7.1 Introduction**

This section details issues regarding rating parameters.

**6.7.2 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 2013-2014 is \$1.457 million based on a 6.00 percent increase over the 2012-2013 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 \$282 (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         |
|--------------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Waste collection charge</b>             | \$2.537 million | \$2.634 million | \$2.677 million | \$2.784 million | \$2,895 million |
| <b>Weekly collection per property</b>      | 274             | 277             | 282             | 293             | 305             |
| <b>Fortnightly collection per property</b> | 186             | 186             | 186             | 193             | 201             |

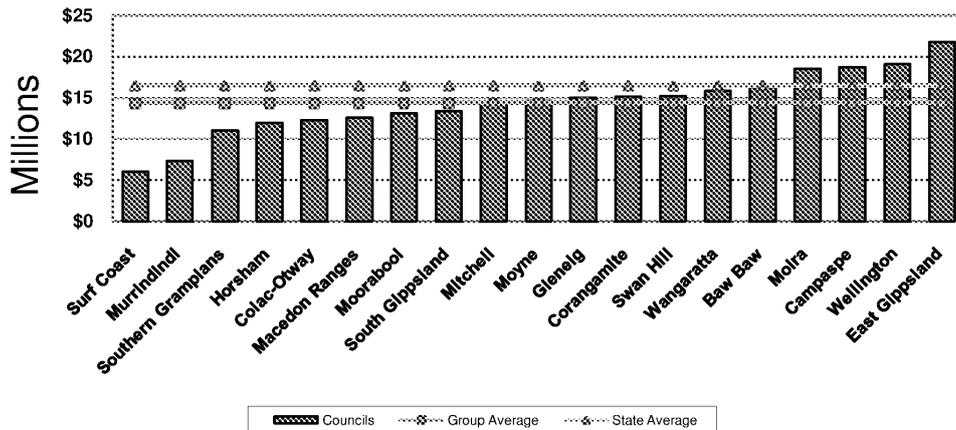
Strategic Resource Plan



**6.9 GRANT REVENUE**

As at 30 June 2012 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.

**Recurrent Grants & Reimbursements 2011-12  
Large Rural Councils**



As a benchmark Colac Otway Shire Council receives 21.5% 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 2012 totalled \$16,534 million.

**6.10 VICTORIA GRANTS COMMISSION**

Council receives approximately 13.1 percent of its revenue from the Victoria Grants Commission. This revenue is projected at \$5.57 million in 2012-2013 and budgeted at \$5.57 million in 2013-2014.

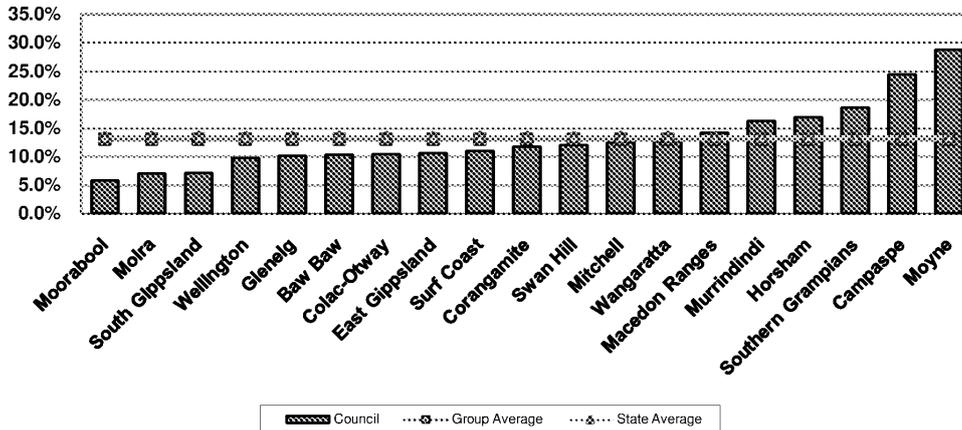
**6.11 FEES AND CHARGES REVENUE**

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



Fees & Charges as % of Total Revenue 2011-12  
Large Rural Councils



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 2012;
- 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 total value of fixed assets at 30 June 2012 is \$269.64 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 2012, Council's fixed assets are detailed below:

| Fixed Assets                         | Position WDV<br>30 June 2011<br>\$'000s |
|--------------------------------------|-----------------------------------------|
| Land                                 | 35,528                                  |
| Land Under Roads                     | 221                                     |
| Buildings                            | 27,727                                  |
| Plant & minor equipment              | 4,710                                   |
| Fixed plant, furniture and equipment | 1,087                                   |
| Outdoor furniture                    | 1,933                                   |
| Roads                                | 128,420                                 |
| Bridges                              | 11,219                                  |
| Footpaths & Cycleways                | 7,988                                   |
| Other structures                     | 4,739                                   |
| Drainage                             | 13,174                                  |
| Kerb & channelling                   | 12,754                                  |
| Marine infrastructure                | 19,711                                  |
| Software                             | 428                                     |
| <b>Total Written-down Value</b>      | <b>269,639</b>                          |

Colac Otway Shire Council's depreciation on these assets for 2011-2012 is \$8.665 million, and the budget for 2012-2013 is \$8.466 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.

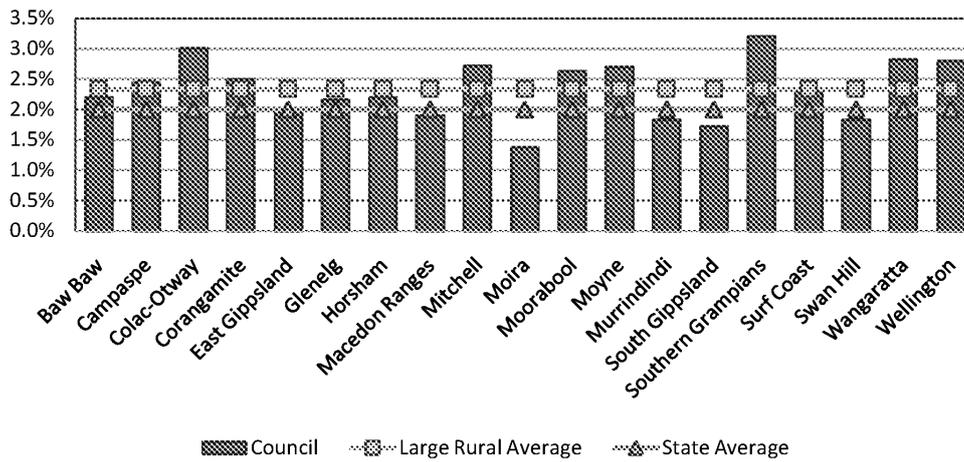
All changes to depreciation charges are reviewed by Council's external auditor (Coffey Hunt) and reported to Council's *Audit Committee* prior to being adopted by Council as part of the annual financial statements.

Council's depreciation charges as a percentage of its total assets are benchmarked and depicted in the following graph:

Strategic Resource Plan



Depreciation /Total Assets 2011-12  
Large Rural



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.

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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.

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 2012 was 109.1 percent and projected at 118 percent for 2012-2013.

The sustainability index (renewal) indicates the extent to which current ratepayers are contributing to the assets they are now consuming.

**7.6 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

## Strategic Resource Plan



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.

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.

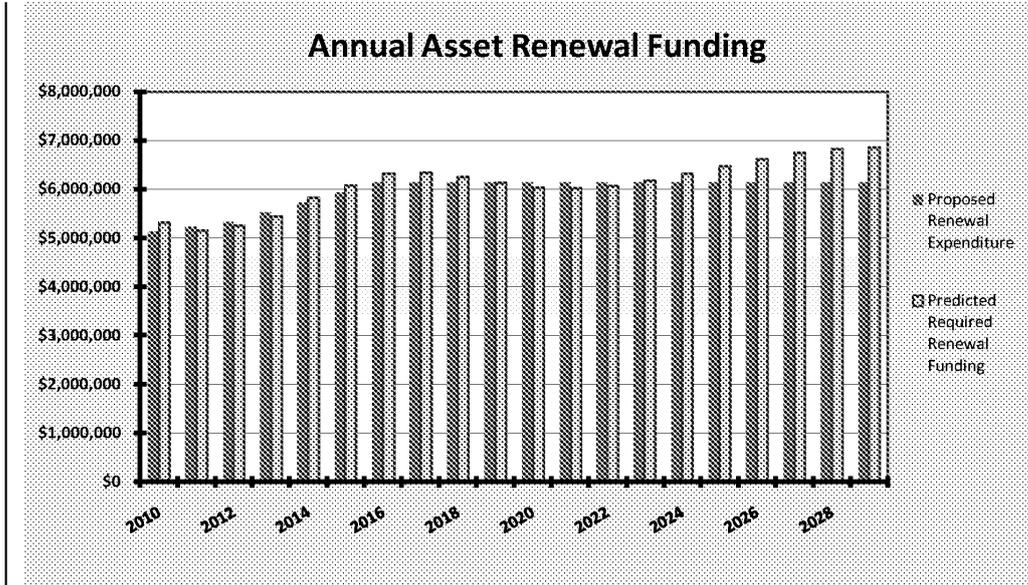
Council, as asset managers, need to be able to assess the relative merits of rehabilitation/renewal/replacement options and identify the optimum long-term solution through a decision related to levels of service.

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.

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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 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                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| <b>Specific actions to be undertaken by Council in order to improve or enhance asset management capability and achieve specific strategic objectives.</b> | <b>Long-term plans (usually 20 years or more for infrastructure assets) that outline the asset activities for each service area.</b> |
| <i>Develops a structured set of actions aimed at enabling improved asset management by Council.</i>                                                       | <i>Outlines actions and resources to provide a defined level of service in the most cost effective way.</i>                          |

**Strategic Resource Plan**



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>■ A description of the current status of asset management practices (processes, asset data and information systems).</li> <li>■ Organisation's future vision of asset management.</li> <li>■ A description of the required status of asset management practices to achieve the future vision.</li> <li>■ Identification of the gap between the current status and the future vision (a "gap analysis").</li> <li>■ Identification of strategies and actions required to close the gaps, including resource requirements and timeframes.</li> </ul> | <ul style="list-style-type: none"> <li>■ A summary of Council's strategic goals and key asset management policies.</li> <li>■ Description of the asset portfolio.</li> <li>■ Description of levels of service and performance standards.</li> <li>■ Demand forecasts and management techniques.</li> <li>■ A broad description of the lifecycle management activities for operating, maintaining, renewing, developing and disposing of assets.</li> <li>■ A cash-flow forecast.</li> </ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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

## Strategic Resource Plan



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 stakeholders 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.

### **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.***

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## 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 118 percent in 2012-2013.

It should be noted 100 percent of the capital expenditure is on renewal type projects in the capital works programme for 2013-2014.

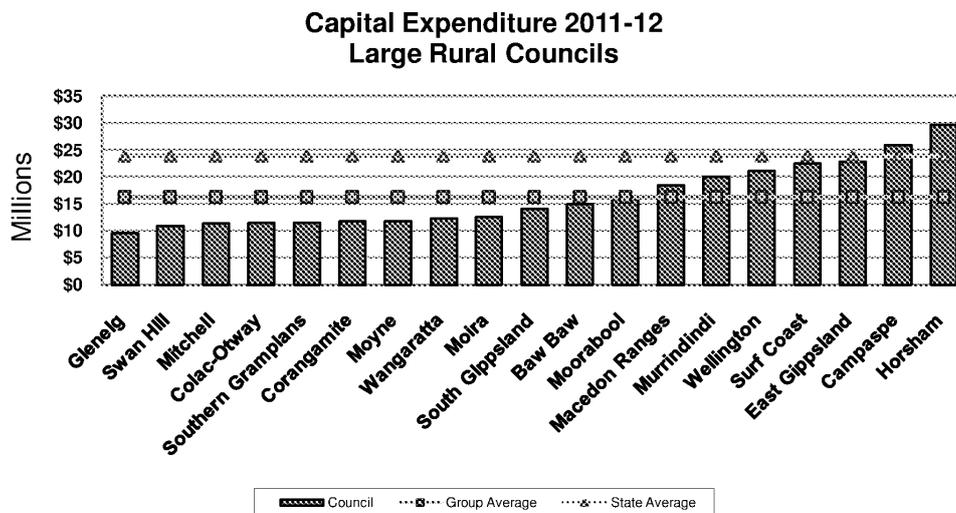
The total capital programme of \$9.798 million is composed of \$9.798 million in renewal only.

This section includes:

- Level and nature of capital works;
- Capital funding sources.

Capital expenditure represented 52.6 percent of rate revenue in 2011-2012.

The benchmark for 2011-2012 capital expenditure levels by Large Rural 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;

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- 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 2013 to 2017 – PARAMETERS**

The following are the parameters against which the 2013-2014 – 2016-2017 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 2013-2014 Capital Works programme. The targeted future expenditure levels, where known, are also detailed below:

| Asset Programmes                 | 2012/13      | 2013/14       | 2014/15       | 2015/16       |
|----------------------------------|--------------|---------------|---------------|---------------|
| <b>Land</b>                      | 0            | 0             | 1,200         | 0             |
| <b>Buildings</b>                 | 600          | 2,049         | 1,506         | 1,481         |
| <b>Roads</b>                     | 4,530        | 7,743         | 6,500         | 7,113         |
| <b>Footpaths</b>                 | 396          | 300           | 510           | 220           |
| <b>Bridges</b>                   | 1,000        | 132           | 1,171         | 325           |
| <b>Drainage</b>                  | 540          | 85            | 185           | 185           |
| <b>Furniture &amp; Equipment</b> | 444          | 760           | 584           | 396           |
| <b>Plant &amp; Machinery</b>     | 1,742        | 1,260         | 1,647         | 1,647         |
| <b>Recreation</b>                | 0            | 610           | 675           | 706           |
| <b>Other</b>                     | 100          | 0             | 0             | 0             |
| <b>Kerb &amp; Channel</b>        | 75           | 0             | 0             | 0             |
| <b>Other Structures</b>          | 371          | 0             | 0             | 0             |
| <b>Total Capital Works</b>       | <b>9,798</b> | <b>12,939</b> | <b>13,977</b> | <b>12,073</b> |

This listing is not exhaustive and will expand with the development of Council's Asset Management Plans as discussed in the previous chapter.

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### 3.4 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.

### 3.5 CONCLUSION

Council's capital works programme should underpin the needs and priorities as determined by both the key result areas identified 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.***

## Strategic Resource Plan



# 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.

## Strategic Resource Plan



### **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 2012 had a **\$1.49 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 3.0 percent compared to 2.3 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.**

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## 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 2013 as prepared at the end of the March quarter (31 March 2013).

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.

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**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                              | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
|-----------------------------------|---------|---------|---------|---------|---------|
|                                   | %       | %       | %       | %       | %       |
| <b>EBA Banding Increase/Other</b> | 4.2     | 4.2     | 4.2     | 4.2     | 4.1     |
| <b>Award Increments</b>           | 0.5     | 0.5     | 0.5     | 0.5     | 0.5     |
| <b>Resource Increments</b>        | 2.0     | 2.0     | 2.0     | 2.0     | 2.0     |
| <b>Total</b>                      | 6.6     | 6.7     | 6.7     | 6.7     | 6.6     |

**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 activities are essentially one-off expenditures that do not constitute the creation of an asset and have been maintained at 2011-2012 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 2013-2014 Budget is based on an increase of 6.00 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

## Strategic Resource Plan



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.

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### **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.

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### **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.

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### **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 2011-2012.

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### **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.

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### **10.3.12 Interest on investments**

Interest on investments has been estimated based on cash flow.

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### **10.3.13 Proceeds from sale of assets**

Proceeds from sale of assets are those relating to plant changeover and land sales.

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### **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.

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### **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.

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The level of granted assets is forecast to continue at low-levels based on predicted levels of property development. However, estimates beyond 2012-2013 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.

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### **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.**

Strategic Resource Plan



## 11. APPENDIX A GLOSSARY OF TERMS - DEFINITIONS

| TERM                                            | DEFINITION                                                                                                                                                                                                                                                          |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Adjusted operating surplus/deficit</b>       | 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. |
| <b>Adjusted total operating expenses</b>        | Total operating expenses as per the "Statement of financial performance" – net of asset revaluations, unfunded superannuation expense and WDV of asset sold.                                                                                                        |
| <b>Adjusted total revenue</b>                   | Total revenue from "Statement of financial performance" – net of asset sales, asset contributions in kind. Capital grant funding and revaluation adjustments.                                                                                                       |
| <b>Capital grants (non-recurrent)</b>           | Capital or non-recurrent grants as disclosed in notes.                                                                                                                                                                                                              |
| <b>Current assets</b>                           | Total current assets from "Statement of financial position".                                                                                                                                                                                                        |
| <b>Current liabilities</b>                      | Total current liabilities from "Statement of financial position"                                                                                                                                                                                                    |
| <b>Debt redemption</b>                          | Debt principals repayments.                                                                                                                                                                                                                                         |
| <b>Debt servicing costs (interest)</b>          | Total borrowing costs or interest expense as per the "Statement of financial performance" or as disclosed in note in some councils' statements.                                                                                                                     |
| <b>Fees and charges revenue</b>                 | Total fees and charges revenue as per the "Statement of financial performance" or as disclosed in note in some councils' statements (includes fines).                                                                                                               |
| <b>Grant income and reimbursements</b>          | 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).                                                                |
| <b>Granted assets</b>                           | 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.                                                                                                      |
| <b>Interest earnings</b>                        | Total interest received as per the "Statement of financial performance" or as disclosed in note in some councils' statements.                                                                                                                                       |
| <b>No. of rateable properties</b>               | Number of rateable properties in municipality.                                                                                                                                                                                                                      |
| <b>Non-current liabilities</b>                  | Total non-current liabilities from "Statement of financial position".                                                                                                                                                                                               |
| <b>Proceeds from sale of non-current assets</b> | 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).                                                                                      |
| <b>Rate revenue</b>                             | Total rate revenue as per the "Statement of financial performance" or as disclosed in note in some councils' statements.                                                                                                                                            |
| <b>Rates outstanding at end of year</b>         | Rate debtor amount as disclosed in "Receivables" note.                                                                                                                                                                                                              |

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| TERM                                                                   | DEFINITION                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Total assets</b>                                                    | Total assets from "Statement of financial position".                                                                                                                                                                                                                                                                                                                                            |
| <b>Total capital asset outlays</b>                                     | Payments for capital purchases per the "Cash flow statement".                                                                                                                                                                                                                                                                                                                                   |
| <b>Total cash inflows from operations, finance and Investment Act</b>  | Total inflows per the "Cash flow statement".                                                                                                                                                                                                                                                                                                                                                    |
| <b>Total cash outflows from operations, finance and Investment Act</b> | Total outflows per the "Cash flow statement".                                                                                                                                                                                                                                                                                                                                                   |
| <b>Total depreciation</b>                                              | Total depreciation expense as per the "Statement of financial performance" or as disclosed in note in some councils' statements.                                                                                                                                                                                                                                                                |
| <b>Total depreciation on infrastructure assets</b>                     | Total depreciation on infrastructure assets as disclosed in "Depreciation expense" note.                                                                                                                                                                                                                                                                                                        |
| <b>Total debt</b>                                                      | Total interest bearing liabilities (current and non-current) from "Statement of financial position".                                                                                                                                                                                                                                                                                            |
| <b>Total indebtedness</b>                                              | Total liabilities (current and non-current) from "Statement of financial position".                                                                                                                                                                                                                                                                                                             |
| <b>Total infrastructure assets</b>                                     | 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. |
| <b>Total net realisable assets</b>                                     | Total assets less total infrastructure assets.                                                                                                                                                                                                                                                                                                                                                  |
| <b>Total operating expenses</b>                                        | Total operating expenses as per the "Statement of financial performance".                                                                                                                                                                                                                                                                                                                       |
| <b>Total revenue</b>                                                   | Total revenue from "Statement of financial performance".                                                                                                                                                                                                                                                                                                                                        |
| <b>Written-down value of assets sold</b>                               | Written-down value of assets sold as per the "Statement of financial performance" or as disclosed in note in some councils' statements.                                                                                                                                                                                                                                                         |

Strategic Resource Plan



## 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

## Strategic Resource Plan



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.

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## 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.

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**3.1 STANDARD INCOME STATEMENT**

|                                                           | 2013-2014<br>\$'000 | 2014-2015<br>\$'000 | 2015-2016<br>\$'000 | 2016-2017<br>\$'000 |
|-----------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Operating revenue</b>                                  |                     |                     |                     |                     |
| Rate and Charge Revenue                                   | 24,576              | 26,076              | 27,669              | 29,359              |
| Operating (Recurrent) Grants                              | 9,115               | 9,388               | 9,670               | 9,960               |
| Interest Revenue                                          | 358                 | 369                 | 380                 | 391                 |
| Reimbursements and Subsidies                              | 92                  | 95                  | 98                  | 101                 |
| User Charges                                              | 3,181               | 3,276               | 3,375               | 3,476               |
| Statutory Fees and Fines                                  | 461                 | 475                 | 489                 | 504                 |
| Other Revenue Outside of Operating Activities             | 94                  | 98                  | 102                 | 106                 |
| Unrealised Gain/(Loss on investment in Associates)        | 0                   | 8                   | 8                   | 8                   |
| <b>Total operating revenue</b>                            | <b>37,877</b>       | <b>39,785</b>       | <b>41,789</b>       | <b>43,904</b>       |
| <b>Operating expenses</b>                                 |                     |                     |                     |                     |
| Employee Benefits Paid                                    | (16,831)            | (17,886)            | (18,649)            | (19,445)            |
| Materials & Consumables                                   | (12,411)            | (13,063)            | (13,748)            | (14,470)            |
| Bad and Doubtful Debts                                    | 0                   | (0)                 | (0)                 | (0)                 |
| Depreciation                                              | (9,635)             | (10,188)            | (10,753)            | (11,362)            |
| Other Expenses                                            | (1,172)             | (178)               | (182)               | (185)               |
| Interest on Borrowings (Finance Costs)                    | (353)               | (315)               | (274)               | (230)               |
| <b>Total operating expenses</b>                           | <b>(40,402)</b>     | <b>(41,550)</b>     | <b>(43,607)</b>     | <b>(45,693)</b>     |
| <b>Underlying result for the year</b>                     | <b>(2,525)</b>      | <b>(1,765)</b>      | <b>(1,817)</b>      | <b>(1,789)</b>      |
| <b>Capital revenue</b>                                    |                     |                     |                     |                     |
| Capital (Non-Recurrent) Grants                            | 3,850               | 3,853               | 3,930               | 4,008               |
| Contributions (Cash)                                      | 181                 | 183                 | 183                 | 146                 |
| Net Gain (Loss) on Disposal of Property Plant & Equipment | 475                 | 244                 | 264                 | 310                 |
| <b>Total capital revenue</b>                              | <b>4,506</b>        | <b>4,279</b>        | <b>4,377</b>        | <b>4,464</b>        |
| <b>Surplus (deficit) for the year</b>                     | <b>1,981</b>        | <b>2,514</b>        | <b>2,559</b>        | <b>2,675</b>        |

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**3.2 STANDARD BALANCE SHEET**

|                                                   | 2013-2014<br>\$'000 | 2014-2015<br>\$'000 | 2015-2016<br>\$'000 | 2016-2017<br>\$'000 |
|---------------------------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Current Assets</b>                             |                     |                     |                     |                     |
| Cash and Cash Equivalents                         | 5,921               | 4,512               | 3,768               | 5,638               |
| Receivables                                       | 3,027               | 3,850               | 4,089               | 4,274               |
| Inventory                                         | 214                 | 216                 | 218                 | 220                 |
| <b>Total Current Assets</b>                       | <b>9,162</b>        | <b>8,578</b>        | <b>8,075</b>        | <b>10,132</b>       |
| <b>Non Current Assets</b>                         |                     |                     |                     |                     |
| Property Plant and Equipment                      | 284,985             | 295,809             | 307,372             | 316,813             |
| Investment in Associates                          | 380                 | 388                 | 395                 | 403                 |
| <b>Total Non Current Assets</b>                   | <b>285,365</b>      | <b>296,196</b>      | <b>307,767</b>      | <b>317,217</b>      |
| <b>Total Assets</b>                               | <b>294,527</b>      | <b>304,775</b>      | <b>315,842</b>      | <b>327,349</b>      |
| <b>Current Liabilities</b>                        |                     |                     |                     |                     |
| Payables                                          | 1,701               | 1,252               | 1,291               | 1,347               |
| Trust Funds                                       | 257                 | 262                 | 267                 | 273                 |
| Current Provisions                                | 4,011               | 4,091               | 4,173               | 4,257               |
| Current Interest Bearing Liabilities              | 556                 | 592                 | 636                 | 625                 |
| <b>Total Current Liabilities</b>                  | <b>6,525</b>        | <b>6,197</b>        | <b>6,367</b>        | <b>6,501</b>        |
| <b>Non Current Liabilities</b>                    |                     |                     |                     |                     |
| Non Current Provisions                            | 4,896               | 4,994               | 5,094               | 5,196               |
| Non Current Interest Bearing Loans and Borrowings | 4,102               | 3,516               | 2,880               | 2,255               |
| <b>Total Non Current Liabilities</b>              | <b>8,998</b>        | <b>8,510</b>        | <b>7,974</b>        | <b>7,451</b>        |
| <b>Total Liabilities</b>                          | <b>15,523</b>       | <b>14,707</b>       | <b>14,341</b>       | <b>13,952</b>       |
| <b>Net Assets</b>                                 | <b>279,004</b>      | <b>290,068</b>      | <b>301,501</b>      | <b>313,397</b>      |
| <b>Equity</b>                                     |                     |                     |                     |                     |
| Accumulated Surplus                               | 116,200             | 118,714             | 121,274             | 123,948             |
| General Cash Reserves                             | 11,264              | 11,264              | 11,264              | 11,264              |
| Asset Revaluation Reserve                         | 151,540             | 160,090             | 168,964             | 178,185             |
| <b>Total Equity</b>                               | <b>279,004</b>      | <b>290,068</b>      | <b>301,501</b>      | <b>313,397</b>      |

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**33 STANDARD STATEMENT OF CASH FLOWS**

|                                                               | 2013-2014<br>\$'000 | 2014-2015<br>\$'000 | 2015-2016<br>\$'000 | 2016-2017<br>\$'000 |
|---------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Cash flows from Operating Activities</b>                   |                     |                     |                     |                     |
| Cash Receipts from Operating Activities                       | 45,381              | 42,989              | 45,655              | 47,865              |
| Cash Payments in the Course of Operating Activities           | (31,176)            | (31,399)            | (32,362)            | (33,862)            |
| <b>Net Cash flows from Operating Activities</b>               | 14,205              | 11,590              | 13,293              | 14,003              |
| <b>Cash flows from Investing Activities</b>                   |                     |                     |                     |                     |
| Payment for Property Plant and Equipment and Infrastructure   | (12,901)            | (12,939)            | (13,977)            | (12,076)            |
| Proceeds from Property Plant and Equipment and Infrastructure | 475                 | 800                 | 800                 | 800                 |
| <b>Net Cash flows from Investing Activities</b>               | (12,426)            | (12,139)            | (13,177)            | (11,276)            |
| <b>Cash flows from Financing Activities</b>                   |                     |                     |                     |                     |
| Trust Funds and Deposits                                      | 27                  | 5                   | 5                   | 5                   |
| Proceeds from Interest Bearing Loans and Borrowings           | 156                 | 0                   | 0                   | 0                   |
| Repayments of Interest Bearing Loans and Borrowings           | (754)               | (561)               | (592)               | (636)               |
| Finance Costs                                                 | (353)               | (315)               | (274)               | (290)               |
| <b>Net Cash flows from Financing Activities</b>               | (924)               | (861)               | (860)               | (861)               |
| <b>Net Change in Cash Held</b>                                | 855                 | (1,409)             | (744)               | 1,870               |
| Cash at Beginning of the Financial Year                       | 5,066               | 5,921               | 4,512               | 3,768               |
| <b>Cash at End of the Financial Year</b>                      | 5,921               | 4,512               | 3,768               | 5,638               |

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34 STANDARD STATEMENT OF CAPITAL WORKS

|                            | 2013-2014<br>\$'000 | 2014-2015<br>\$'000 | 2015-2016<br>\$'000 | 2016-2017<br>\$'000 |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Capital works areas</b> |                     |                     |                     |                     |
| Land                       | 0                   | 0                   | 1,200               | 0                   |
| Buildings                  | 600                 | 2,049               | 1,506               | 1,481               |
| Roads                      | 4,530               | 7,743               | 6,500               | 7,113               |
| Footpaths                  | 396                 | 300                 | 510                 | 220                 |
| Bridges                    | 1,000               | 132                 | 1,171               | 325                 |
| Drainage                   | 540                 | 85                  | 185                 | 185                 |
| Furniture & Equipment      | 444                 | 760                 | 584                 | 396                 |
| Plant & Machinery          | 1,742               | 1,260               | 1,647               | 1,647               |
| Recreation                 | 0                   | 610                 | 675                 | 706                 |
| Other                      | 100                 | 0                   | 0                   | 0                   |
| Kerb & Channel             | 75                  | 0                   | 0                   | 0                   |
| Other Structures           | 371                 | 0                   | 0                   | 0                   |
| <b>Total Capital Works</b> | <b>9,798</b>        | <b>12,939</b>       | <b>13,977</b>       | <b>12,073</b>       |
| <b>Represented by:</b>     |                     |                     |                     |                     |
| Renewal Investment         | 9,798               | 8,651               | 9,291               | 8,758               |
| Upgrade Investment         | 0                   | 4,238               | 3,435               | 3,315               |
| Expansion/New Investment   | 0                   | 49                  | 1,251               | 0                   |
| <b>Total Capital Works</b> | <b>9,798</b>        | <b>12,939</b>       | <b>13,977</b>       | <b>12,073</b>       |





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Telephone 1800 800 007  
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15 March 2013

Mr Neil Allen  
General Manager, Infrastructure  
Colac Otway Shire Council  
PO Box 283  
COLAC VIC 3250

Dear Mr Allen,

#### **COLAC HEAVY TRUCK BYPASS – USE OF RAIL CORRIDOR**

I refer to your meeting with Chris Banger on Friday, 22 February 2013 regarding the use of the rail corridor through central Colac for a heavy truck bypass.

PTV has considered the concept and does not support an at-grade truck bypass for the following reasons:

- PTV needs to preserve the current integrity of the corridor and to allow for the future expansion of rail services. The construction of a road within the corridor would compromise the ability to provide additional capacity when required. As a minimum, PTV would need to preserve the option to provide a second track in the corridor. It would also prefer to retain long term options for further tracks.
- The operation of heavy road vehicles adjacent to the rail line would be a safety risk.

The alternative options of elevating the road over the line or dropping the railway line into a cutting through the length of Colac present other issues.

Firstly, any structure built over the railway line would have to provide a minimum rail clearance of 7.1 metres to preserve the option of operating double stack container trains in this corridor. Secondly, the supporting structure would have to allow for a minimum of two tracks under the structure, although further investigation may establish the need to protect the option of more tracks.

Dropping the line into a cutting would need to allow for the 7.1 metre rail clearance and for a minimum of two tracks, although the option of preserving more may be necessary after further consideration. It would also be necessary to provide a new passenger station at Colac under this scenario.

Given the complexities associated with elevating or dropping the rail line into a cutting, the uncertainties surrounding future requirements in the rail corridor, and the availability of alternative routes for the heavy truck bypass, PTV would not support the elevation or dropping of the rail line through Colac.

Please contact Chris Banger on (03) 9027 4804 if you wish to discuss anything in regards to the above.

Yours sincerely

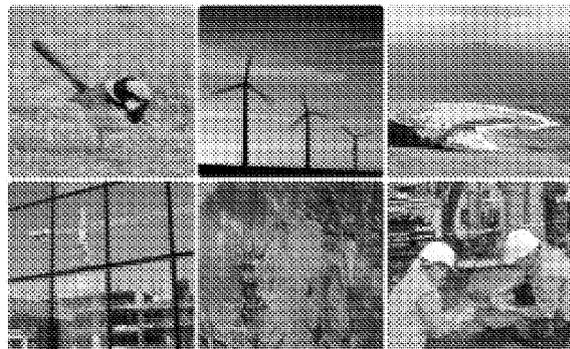


**Ray Kinnear**  
Director  
Network Planning  
Public Transport Victoria

15/3/2013



## AUDIT OF PORT SAFETY AND ENVIRONMENT MANAGEMENT PLAN LOCAL PORT OF APOLLO BAY



Prepared for:  
**Port Manager Apollo Bay**  
**Mr Ranjani Jha – C/O Colac-Otway Shire**  
**Council**

CC: Department of Transport  
Mr Marcus Higgins  
GPO Box 4379  
Melbourne, Vic 3001

**28 MARCH 2013**



**Audit of Port Safety and Environment Management Plan, Port of Apollo Bay**

**DOCUMENT DISTRIBUTION**

| Number of Copies                                                                                                                                                                   | Recipient                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| One electronic copy to 2 x Port Manager Representatives and 1 x Port Manager Adviser on 28 March 2013                                                                              | Ranjani Jha – <a href="mailto:Ranjani.Jha@colacotway.vic.gov.au">Ranjani.Jha@colacotway.vic.gov.au</a><br>Brian Shields – <a href="mailto:Brian.Shields@colacotway.vic.gov.au">Brian.Shields@colacotway.vic.gov.au</a><br>Wendy Thorpe – <a href="mailto:swports@gmail.com">swports@gmail.com</a> |
| One electronic copy to Snr Program Officer - Local Ports and Marine, Freight, Logistics and Marine Division Department of Transport                                                | Marcus Higgins – <a href="mailto:marcus.higgins@transport.vic.gov.au">marcus.higgins@transport.vic.gov.au</a>                                                                                                                                                                                     |
| Two printed hard copies to be posted to Port Manager Representative during week ending 5 April 2013                                                                                | Ranjani Jha<br>C/O Colac Otway Shire Council<br>PO Box 283, Colac VIC 3250                                                                                                                                                                                                                        |
| One printed hard copy to be posted to Snr Program Officer - Local Ports and Marine, Freight, Logistics and Marine Division Department of Transport during week ending 5 April 2013 | Marcus Higgins<br>Level 11 / 121 Exhibition Street<br>Melbourne, VIC 3000                                                                                                                                                                                                                         |
| One electronic copy to Minister for Ports within 21 days of report completion                                                                                                      | The Hon. David Hodgett <a href="mailto:david.hodgett@parliament.vic.gov.au">david.hodgett@parliament.vic.gov.au</a><br>CC: Mr Mark Dossetor – <a href="mailto:mark.dossetor@transport.vic.gov.au">mark.dossetor@transport.vic.gov.au</a>                                                          |
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Audit of Port Safety and Environment Management Plan, Port of Apollo Bay



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**Audit of Port Safety and Environment Management Plan, Port of Apollo Bay**



## **EXECUTIVE SUMMARY**

Landserv Pty Limited (Landserv) was commissioned on 14 January 2013, on behalf of the Port Manager of the Local Port of Apollo Bay, by the Department of Transport (DoT), to conduct an audit of the port Safety and Environment Management Plan (SEMP) for the Port of Apollo Bay, pursuant to Section 91E of the Port Management Act 1995 (PMA).

The audit was performed by Damien Chappell, of Landserv. Damien Chappell is approved by the Minister for Ports (the Minister) pursuant to S 91E of the PMA to undertake audits of compliance against Port Safety Management Plans and Local Port Environment Management Plans.

The Ministerial Guidelines require the audit to determine whether:

- a) the plan adequately provides for the matters required by section 91D(1); and
- b) the plan has been prepared in accordance with any Ministerial guidelines under section 91G; and
- c) the port manager is complying with the safety and environment management plan for the port.

Based on the audit observations and outcomes, the auditor makes the following conclusions:

**The auditor finds that the SEMP adequately provides for the matters required by Section 91D (1).**

**The auditor finds that the SEMP has been prepared in accordance with the Ministerial Guidelines issued under Section 91G.**

**The auditor finds that the Port Manager is complying with the SEMP for the port.**

The following is a summary of recommendations made based on the audit findings:

1. *It may be relevant to mark the reef area on plans and in dredging plans in the future as an area that should not be dredged without prior assessment for ecological significance.*
2. *The auditor recommends coordination of risk assessment methods by DoT to improve and adopt consistent risk assessment methodology across all local ports to build on the improvements already made in recent years.*
3. *The auditor recommends expediting the update of the POAB Emergency MP and an overhaul of integration of the POAB Emergency MP with the MEMP and the SEMP. Several gaps in information within the POAB Emergency MP need to be addressed in the update including involving port users and the surrounding community, responsibilities and roles for port staff, contact details for port and Council representatives and overall compliance with the SEMP Ministerial Guidelines.*
4. *The auditor recommends consistency between Tables 6.1 and 6.2 in terms of either listing the controls for all hazards or only listing controls for high risk hazards in the report (regardless of whether the hazard is to do with safety or environment). Listing the controls for all hazards would facilitate a more complete SEMP.*

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5. *The auditor recommends improvement of the format to repeat the activity description in the Section 6.1 and 6.2 registers.*
6. *If not already in place, the auditor concurs with the VMIA recommendation to establish and implement permitting for hot works.*
7. *The auditor recommends that port personnel be trained in the content and requirements of the SEMP.*
8. *The Auditor recommends improved wording in Section 2.3 of the SEMP to clarify that performance against KPIs will be included in the annual report to the Minister.*
9. *The auditor recommends coordination of the KPIs through DoT through a workshop with DoT to select and improve KPIs so all are measurable and consistent with the objectives of 91CA.*
10. *If a KPI is developed to achieve or maintain an adopted maximum number of high residual risk hazards (based on current and required controls) within the port during a given year (based on implementing current and / or required controls), this would serve the added benefit of providing evidence of the effectiveness of controls – which is another requirement of the Ministerial Guidelines.*
11. *The auditor recommends checks be added to the monthly check list to ensure that the interceptor trap does not inadvertently fill and overflow or allow oil to flow to sewer in breach of the Trade Waste Agreement and to ensure that oil does not overflow in containers stored in the repository on the pier.*
12. *The auditor recommends that, in tables 6.1 and 6.2 of the SEMP, the initial risk and residual risks (after current controls) be listed and labelled so that they can be used as a measure of the effectiveness of current controls at reducing risk. The auditor also notes that guidance on assessing the effectiveness of controls is available in the handbook HB89:2012 Risk Management - Guidelines on risk assessment techniques.*
13. *The auditor recommends analysis of incident statistics across all of Victoria's local ports, to inform revisions to risk scoring and risk registers as well as re-evaluation of controls and their effectiveness across all local ports. The auditor understands that DoT keeps a register of all incidents and it would seem logical for DoT to conduct this analysis.*
14. *It is recommended that vehicle access be restricted to the jetties. Keeping the boom gate closed and restricting access to open the boom gate should be a minimum precaution.*
15. *It is recommended that training in the emergency management plan and practice drills, be implemented so that personnel understand the roles that they need to play in the event of an emergency. In addition a schedule should be established for training requirements, that should include refresher training in oil spill contingency and safety and environment training as required.*
16. *Auditor recommends that a hazardous materials audit be conducted of the port facilities and buildings every 5 years.*
17. *If not already in place the auditor recommends specific work instructions, training, dedicated JSEAs and access only to trained personnel for the use of workshop machinery and in particular for the use of the bench saw.*
18. *Regardless of the outcome of a qualitative risk assessment (if one were carried out focussed solely on dangerous goods storage at the port), the risk can no doubt be reduced by providing an excess capacity of shedding, shelving, dangerous goods cabinets, flammable goods cabinets, covered bunded areas and neat storage*

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areas. Auditor recommends that such facilities be provided, flammable and dangerous goods be separated and placed in dedicated Standards-compliant dangerous goods and flammable goods cabinets. Improved general storage practices should also be implemented for paints and other non-flammable chemicals. The auditor would consider these actions to be an appropriate precautionary approach.

19. Auditor recommends a substantial clean up of the yard and removal of disused materials empty containers and other waste materials. Ongoing diligence and clean ups should be scheduled to ensure that, after the initial clean up, disused materials continue to be appropriately disposed of and housekeeping maintained in the future. The auditor considers this to be a safety issue but also relevant to the aesthetic appeal of the port environment.
20. Refuelling of boats from the Fishermans Co-op facilities in particular is an activity that the auditor recommends the port manager pursue with the Co-op, to ensure that robust facilities, procedures and contingencies are in place to control the risk of fuel spills, leaks and fire. Although the fuel storage tank is on Co-op leased land, the refuelling activity is performed within the boundaries of the port and the port manager therefore has jurisdiction and some responsibility for managing the risk associated with the activity.
21. The auditor recommends that future updates and reviews be carried out annually as required by the Ministerial Guidelines and by the SEMP itself.
22. Auditor recommends that a reliable means of updating the regulatory compliance register, such as a subscription to a third party provided of legal and regulatory updates be reinstated.
23. The next annual report due for the 2012-13 period must comply with the Ministerial Guidelines.

The port manager and port manager's advisor provided responses and comments on a draft version of this audit report during the review period (19 to 21 March 2013). Responses and comments that were provided to the auditor are included as Attachment 3 to this report.

Comments and responses provided on the earlier draft version of this audit report from the Department of Transport are included as Attachment 4 to this report.

**Audit of Port Safety and Environment Management Plan, Port of Apollo Bay**



## **1 INTRODUCTION**

### **1.1 Parties to the Audit**

Landserv Pty Limited (Landserv) was commissioned on 14 January 2013, on behalf of the Port Manager of the Local Port of Apollo Bay, by the Department of Transport (DoT), to conduct an audit of the port Safety and Environment Management Plan (SEMP) for the Port of Apollo Bay, pursuant to Section 91E of the Port Management Act 1995 (PMA).

The audit was performed by Damien Chappell, of Landserv. Damien Chappell is approved by the Minister for Ports (the Minister) pursuant to S 91E of the PMA to undertake audits of compliance against Port Safety Management Plans and Local Port Environment Management Plans.

The Port Manager for the Port of Apollo Bay is the Colac Otway Shire Council (Colac-Otway).

The Colac-Otway representative nominated as the Port Manager representative and person responsible for implementing the SEMP is Mr Ranjani Jha. The audit was also assisted by the Port Manager representative on site at the Port of Apollo Bay, Mr Brian Shields.

The Auditor would like to thank Mr Jha and Mr Shields for their assistance during and following the site audit.

### **1.2 Audit Support Team**

The lead auditor Damien Chappell was assisted during the site audit by Mr Niraj Shah. Mr Shah is nominated as Damien's expert support person for safety matters in relation to Mr Chappell's appointment as an Auditor. In this role Mr Shah assisted the lead auditor to conduct the audit interview, participated in the audit inspection and advised the Auditor on safety matters.

Mr Chappell was also supported during the follow-up research and reporting phase of the audit by Mr Ryan Edwards, in his role as assistant auditor.

### **1.3 Objectives of the Audit**

Section 8.2 of the Ministerial Guidelines states that the objectives of the independent audit are:

- Determine whether the port manager is complying with the SEMP for the port;
- Assess whether the SEMP identifies and addresses the relevant (being high or unacceptable) hazards, risks or threats posed by port activities;
- Assess whether the risks to safety and/or environment are being managed adequately; Assess the adequacy of implementation of the SEMP;
- Assess the safety and environmental performance; and
- Identify opportunities for improving performance.

### **1.4 Scope of the Audit**

This audit was completed pursuant to the requirements of Part 6A and in particular, Section 91E of the Port Management Act 1995 including amendments to the end of 2012.



**Audit of Port Safety and Environment Management Plan, Port of Apollo Bay**

The audit has been conducted on the adequacy of the Safety and Environment Management Plan for the Port of Apollo Bay, Version 4 dated 24 January 2013 (the SEMP).

The Ministerial Guidelines require the audit to determine whether:

- a) the plan adequately provides for the matters required by section 91D(1); and
- b) the plan has been prepared in accordance with any Ministerial guidelines under section 91G; and
- c) the port manager is complying with the safety and environment management plan for the port.

Preparation of a checklist for the audit commenced on 14 January 2013 and review of the audit version (Version 4) of the SEMP commenced on 6 February 2013.

The site audit interview and inspection took place on 11 February 2013.

The audit will remain active until the final audit report is issued to the Port Manager, expected to be on 28 March 2013.

The physical extent of the audit is the gazetted area of the lands and waters of the Port of Apollo Bay.

The work conducted and methodology used to complete the audit is described in Section 2 to follow.

**1.5 Persons Interviewed**

The following persons were interviewed or consulted during the course of the audit.

| Name                 | Position                                                 | Date interviewed | Communication Method |
|----------------------|----------------------------------------------------------|------------------|----------------------|
| Ms Ranjani Jha       | Port Manager Senior Representative based at Colac office | 11 February 2013 | In Person            |
| Mr Brian Shields     | Port Manager Representative based at Port of Apollo Bay  | 11 February 2013 | In Person            |
| Nick Poltgeest       | Apollo Bay Fishermans Co-operative                       | 7 March 2013     | Telephone            |
| Mr Anton Tibbits     | Apollo Bay Sailing Club                                  | 29 February 2013 | Telephone            |
| Snr Sgt Steve Towers | Water Police Victoria                                    | 12 March 2013    | Email response       |
| Geoffrey Swanton     | Transport Safety Victoria                                | 12 March 2013    | Email (no response)  |
| Mr Shanti Jayamanne  | WorkSafe Victoria                                        | 13 March 2013    | Email response       |

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## **2 AUDIT METHODOLOGY**

### **2.1 Project Management**

The auditor attended an initial meeting with the DoT project manager for the South West Ports audits on 23 January 2013.

After the auditor was engaged by DoT, Mr Chappell officially informed the DoT Director Freight Policy, Network Development and Efficiency in writing on 6 February 2013 of his appointment to carry out this audit.

During the course of the project the auditor provided progress updates by email or telephone to the DoT project manager.

At the end of the project the auditor will effect closure of the audit and provide the Department of Transport – representing the Minister for Ports - with hard copies of the audit reports.

### **2.2 SEMP Initial Review & Other Pre-Audit Tasks**

The audit was undertaken in accordance with the Ministerial Guidelines: Port Safety and Environment Management Plans November 2012, as issued by Minister for Ports (the Ministerial Guidelines).

The auditor met with DoT and the South-West port managers and presented an overview of the audit approach and activities. At this meeting the auditor will provide advice to the port managers regarding the conduct of the visits and any specific information sought.

During the initial period a desktop review was also undertaken of the Ministerial Guidelines and SEMP's for the south-west local ports and previous audit reports completed in 2008.

Pre-audit tasks included:

- The auditor initiated the engagement by DoT and then notified the DoT Audit co-ordinators of the appointment.
- The auditor developed a detailed project plan in the form of a project schedule, scope of work and presentation to port managers.
- An initial review of the SEMP's was conducted as the first step towards determining whether the SEMP's continue to adequately provide for the matters required by s.91D of the Act and that the plan considers the Ministerial Guidelines gazetted on 22 November 2012 as relevant to section 91G of the Act.
- Audit checklists were developed, which formed the basis for the physical audit inspections and interviews.
- During this period it is noted that the review of adequacy and checklist preparation needed modification as subsequent amendments and variations to the SEMP's were provided by port managers in the lead up to the site audits.
- The briefing to port managers was prepared and presented by the auditor to the Port Managers and DoT prior to commencing the audits in Warrnambool on Thursday 7 February 2013. The presentation detailed the objectives, activities, meetings and timing, with an overview of documentation that the auditor needed to sight during and following the site audit inspection.

**Audit of Port Safety and Environment Management Plan, Port of Apollo Bay**



### **2.3 Desktop & Field Based Audit & Interviews**

The field based audit, including opening meeting and interview, was attended by Damien Chappell as the lead auditor and Niraj Shah as assistant Damien's adviser on safety matters. The site audit was performed on Monday 11 February.

The initial audit interview was held with the Port Manager representative Ranjani Jha at the Colac-Otway Shire Council offices from 8am to approximately 12.30pm. During this interview Ranjani answered audit questions and documentary evidence of the status of actions from the SEMP was provided. Mr Jha was the only auditee present during this component of the audit interview.

From approximately 1.45pm onwards the audit re-commenced at the Port of Apollo Bay with Damien Chappell and Niraj Shah auditing. Prior to the field inspection at the port, an opening meeting and interview was conducted with the Port Manager Site Representative, Mr Brian Shields, during which further documentary evidence of the status of actions from the SEMP was requested and provided. Mr Shields accompanied the auditor during the audit inspection and no other employees or representatives participated in the audit.

Documentation sighted during the audit is referred to as relevant to the audit questions in the attached audit checklist.

The field audit inspection included visiting the main facilities and representative facilities of the port. During the course of the audit and after completing the interview and inspection, the preliminary findings of the audit were discussed and issues clarified as required.

The audits comprise desk top and field based audits, clarifying issues through inspections, records and other evidence.

The audits included the following tasks:

- During the audit interviews hard copy documents and electronic documents sighted on a computer were deemed as acceptable to the auditor as evidence.
- The field audit inspections were conducted as described above.
- At the end of the audit inspection, an informal discussion was held on-site to serve the purpose of a (informal) closing meeting with the port manager representative on-site.
- After the audit program was completed, the audit required substantial follow-up with port manager representative by phone and email, to consolidate the body of evidence. This continued effectively from 11 February until 15 March 2013.
- During this period phone discussions and email correspondence was also carried out with key stakeholders, comprising:
  - Brief telephone interviews with the representatives for 2 to 3 selected tenants / licensees / stakeholders, as listed in Section 1.5 and in the attached stakeholder checklist.
  - An invitation to comment on operation of the SEMP, by email to other selected interested parties, also as listed in the attached stakeholder checklist.
- The desktop follow up and communications has included correspondence with the DoT Project Manager and discussions are expected to continue with DoT after the draft reports are issued, to discuss the preliminary findings and clarify issues should that be required.

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## **2.4 Preparation of Draft Audit Reports**

Following the completion of the site visits and meetings with the local port managers, the preparation of audit reports commenced. The draft audit report was prepared in accordance with the Ministerial Guidelines.

The completed audit checklist attached to this draft audit report outlines audit findings including an overview of:

- Actions completed;
- Actions not completed, apparent reasons and status of uncompleted actions;
- Findings and observations;
- Recommended new actions, should they be required to maintain the suitability of the plans to address the Port Services Act Section 91D matters and the Ministerial Guidelines for a further 3 years.

The report also provides an evaluation of the overall suitability of the SEMP to continue to adequately provide for the matters required by s.91D of the Act and the Ministerial Guidelines for the next three years.

The auditor has also provided constructive feedback during the course of the audit and in the report recommendations.

In preparing the report, Niraj Shah has provided advice as required on safety matters.

The draft report has been provided in electronic format to the port manager and the DoT Project Manager for comment.

## **2.5 Review & Discussion of Draft Reports**

The auditor will discuss the draft report and recommendations by phone and email with the port managers and with the DoT Project Manager in a meeting to be convened at the DoT offices in Melbourne.

## **2.6 Finalisation of Audit Reports**

Tasks to finalise the reports will include:

The responses and review comments from the DoT Project Manager and ports managers will be incorporated into the final audit reports as the auditor sees fit.

The audit reports will then be finalised, in a format reflective of the guidelines and of a suitable presentation standard for Ministerial review.

The auditor will sign off on the final reports.

The following final report copies will be provided:

- One hard copy and one electronic copy on CD of each report to be provided to DoT as the Minister's copy.
- One hard copy and one electronic copy on CD of each report to be provided to the individual Port Managers.

The final draft audit reports will be presented to the Minister for Ports and each local port manager by no later than two weeks after completion or by 31 March 2013 (whichever is earlier).

**Audit of Port Safety and Environment Management Plan, Port of Apollo Bay**



### **3 SEMP CONTINUING ADEQUACY**

#### **3.1 Scope for Determining Continuing Adequacy of the SEMP**

In relation to the continuing adequacy of the SEMP, Section 91E(1) of the PMA and Section 8.1 of the Ministerial Guidelines require the audit to determine whether:

- a) the SEMP adequately provides for the matters required by Section 91D(1) of the PMA; and
- b) the management plan has been prepared in accordance with the Ministerial Guidelines outlined in section 91G of the PMA.

To determine this, the following requirements have been audited:

- Section 91D(1) of the PMA: A safety management plan and an environment management plan must—
  - a) identify by a description, map or plan the area or areas of the port lands and waters to which it applies;
  - b) identify the nature and extent of the safety or environmental hazards and risks (as the case requires) associated with the operation of the port;
  - c) assess the likely impact of those hazards and risks on the port and the surrounding area;
  - d) specify the measures and strategies to be implemented to prevent or reduce those hazards or risks;
  - e) nominate the person who is to be responsible for implementing those measures and strategies;
  - f) set out the processes to be followed to involve tenants, licensees and service providers in the port with the implementation of the management plan;
  - g) set out the procedures to be followed for implementing, reviewing and revising the management plan;
  - h) set out those measures (if any) that the port manager intends to implement to eliminate or reduce the safety and environmental risks and hazards (as the case requires) of the port;
  - i) set out the key performance indicators through which the port manager can assess the extent to which the implementation of the management plan achieves the safety and environment management planning objectives set out in section 91CA.
- Section 91G of the PMA: Preparation of the management plan in accordance with the Ministerial Guidelines outlined in section 91G of the PMA<sup>1</sup>.
- Section 91CA of the PMA and Section 1.4 of the Ministerial Guidelines – objectives of the SEMP.

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<sup>1</sup> Note that Ministerial Guideline requirements are only included in Section 3 of this report where they are not a repeat of a 91D PMA requirement and where they relate directly to the adequacy of the SEMP.

Audit of Port Safety and Environment Management Plan, Port of Apollo Bay



### 3.2 S91D (1) (a) Area of the Port

The latest SEMP, Version 4 dated 24 January 2013 depicts and describes the area of the port, as it is currently gazetted, in Section 3.1 – Physical Boundaries and Area of Management and in Appendix 5 – Port of Apollo Maps.

The map and description include most of the required features listed in Section 4.4 of the Ministerial Guidelines including port boundaries, facilities and infrastructure, tenancies and other areas of joint management responsibility and storage areas. The port manager noted that there is a shallow reef area close to the shore within the marina, which they do not dredge. This is not marked on the plans. Port manager also indicated that assessing climate change risk for infrastructure is a work in progress, although the auditor notes that most facilities within local ports will have varying levels of vulnerability to climate change issues and it is not necessarily relevant to mark individual structures or areas on the plan.

**It is determined by the auditor that the SEMP identifies by a description, map or plan the area or areas of the port lands and waters to which it applies.**

**RECOMMENDATION:**

*It may be relevant to mark the reef area on plans and in dredging plans in the future as an area that should not be dredged without prior assessment for ecological significance.*

### 3.3 S91D (1) (b) Identification of Hazards & Risks

The plan is considered to identify the nature and extent of the safety or environmental hazards and risks and the descriptions in the plan are considered to accurately reflect the activities occurring. This information is provided in Section 5 of the SEMP. There have been no significant changes to the activities occurring and technologies used since the plan was last audited in 2008.

The port manager has effectively reviewed and updated the identified hazards and risks on each occasion that the risk assessment has been updated for the SEMP. The document status and revision record for the SEMP indicates that since the 2008 audit, reviews of the risk assessment were undertaken for the 10 December 2010 and 24 January 2013 revisions of the SEMP.

In regard to the methodology for risk assessment, tables in Sections 5.9 and 5.11 list the hazards and "Risk Ratings". It is not clear whether these are initial or residual (we assume that it refers to initial risk). Similarly in Tables 6.1 and 6.2 it is not clear whether the ratings are initial or residual (after current controls). Section 6.3 refers to the risks that remain as 'residual risk'. It is not clear if this is residual risk after "current controls" or "required controls".

**It is determined by the auditor, that the SEMP identifies the nature and extent of the hazards and risks associated with the operation of the port.**

Audit of Port Safety and Environment Management Plan, Port of Apollo Bay



**RECOMMENDATION:**

*The auditor recommends coordination of risk assessment methods by DoT to improve and adopt consistent risk assessment methodology across all local ports.*

**3.4 S91D (1) (c) Impact of Hazards & Risks**

The SEMP was audited as having adequately assessed the likely impact of hazards and risks on the port and surrounding areas in 2008. There have not been substantial changes in activities or technologies since 2008 that would change those impacts significantly.

The port manager has effectively reviewed and updated the impact of the identified hazards and risks on each occasion that the risk assessment has been updated for the SEMP. The document status and revision record for the SEMP indicates that since the 2008 audit, reviews of the risk assessment were undertaken for the 10 December 2010 and 24 January 2013 revisions of the SEMP. The auditor noted that staff assisted in a risk workshop conducted in February 2013, but the results from that workshop will not have been incorporated into the latest SEMP given that it was issued (on 24 January 2013) prior to the risk workshop conducted in February 2013.

**It is determined by the auditor, that the SEMP assesses the likely impact of the identified hazards and risks on the port and the surrounding area.**

**3.5 S91D (1) (d) Measures to Control Hazards & Risks**

The SEMP specifies the measures and strategies to be implemented to prevent or reduce the identified hazards or risks in the form of controls listed in Section 6 and also in the Key Performance Indicators (KPIs) in Section 2.

Table 6.1 Significant Safety Hazard Control Register lists all of the safety hazards identified in table 5.9. Whereas the Table 6.2 Significant Environment Hazard Control Register only lists "High" risk environmental hazards.

The format of the S6.1 and S6.2 hazard control registers cross-references the activity number with the S5.10 and S5.11 hazards and risks registers, which makes it difficult for the reader to check which hazard each of the controls relates to.

The SEMP indicates that the hierarchy of controls has been applied in determining measures and strategies to control hazards and risks and this is discussed further in Section 3.9 of this audit report.

A maintenance routine is in place with weekly and monthly checklists, procedures have been written (e.g. Working at heights) and permits are issued for using the slipway and for berthing and moorings. A recommendation from the VMIA audit was for a hot work permit system to be established and implemented for hot works.

Only a small team and are all aware of the SEMP and have been inducted. Auditor observed training registers for some port personnel and the registers made no mention of SEMP inductions.

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After applying the controls, residual risks are addressed through emergency management planning.

The Port of Apollo Bay Emergency Management Plan (POAB Emergency MP) was in place and was in the process of being updated during the audit. The POAB Emergency MP meets some of the requirements of the Ministerial Guidelines and in particular, it refers to the Municipal Emergency Management Plan (MEMP) for Colac-Otway Shire. The MEMP makes a brief mention of the existence of the SEMP but not the POAB Emergency MP. It therefore contains no detail as to how the two emergency plans interact and does not include measures for some of the emergency types listed in the POAB Emergency MP.

The MEMP does not include contact details for the port and the POAB Emergency MP doesn't have key contacts for the MEMP.

Another gap appears to be that the POAB doesn't have any contact details or any responsibilities listed for the port manager in an emergency. The port manager is not listed in the POAB as being the incident controller for any type of emergency. The POAB does not include contacts for some organisations with possible relevance such as Coast Guard, Water Police and DSE, although some of these are in the MEMP.

The POAB Emergency MP does not have contact details for the Fishermans Coop or sailing club.

An Emergency contact number is displayed at the port on signage at the entrance.

There are no references in the POAB Emergency MP to training and drill exercises. The MEMP refers to the Colac Otway Recovery Committee (CORC), the Municipal Emergency Management Coordinator (MEMC), the Municipal Emergency Management Planning Committee (MEMPC) as having responsibilities for ensuring that appropriate training and exercises are carried out and to build capacity through training and coordinating a planning process.

The Port Manager volunteered that improvements could be made by attaching the POAB Emergency Management Plan to the SEMP as an Appendix and better integrating the POAB Emergency MP and the SEMP. The auditor agrees with this suggestion and adds that better integration with the MEMP would also be an improvement. The Port Manager also indicated that:

- There is an update in progress of the POAB Emergency MP (the auditor observed this on the computer screen) and that this needs to take into account the requirements of the Ministerial Guidelines (for Port SEMP's).
- The Emergency MP is something that should be co-ordinated across all of the South West ports. The A letter from DoT requesting the Port Manager to link port Emergency Management Plans to Municipal Emergency Management Plans would be helpful for all of the ports (this suggestion may be helpful but the auditor has not formed an opinion on this within scope of this audit).

**If it is determined by the auditor, that the SEMP specifies the measures and strategies to be implemented to prevent or reduce the identified hazards or risks.**

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**RECOMMENDATIONS:**

The auditor recommends expediting the update of the POAB Emergency MP and an overhaul of integration of the POAB Emergency MP with the MEMP and the SEMP. Several gaps in information within the POAB Emergency MP need to be addressed in the update including involving port users and the surrounding community, responsibilities and roles for port staff, contact details for port and Council representatives and overall compliance with the SEMP Ministerial Guidelines.

The auditor recommends consistency between Tables 6.1 and 6.2 in terms of either listing the controls for all hazards or only listing controls for high risk hazards in the report (regardless of whether the hazard is to do with safety or environment). Listing the controls for all hazards would facilitate a more complete SEMP.

The auditor recommends improvement of the format to repeat the activity description in the Section 6.1 and 6.2 registers.

If not already in place, the auditor concurs with the VMIA recommendation to establish and implement permitting for hot works.

The auditor recommends that port personnel be trained in the content and requirements of the SEMP.

**3.6 S91D (1) (e) Nomination of Person Responsible**

The SEMP outlines an organisational structure and nominates Ranjani Jha as the Port of Apollo Bay Manager and Brian Shields as the Harbour Team Leader.

Both Ranjani and Brian are nominated in the SEMP as "Accountable Contact Persons" and on that basis are assumed by the auditor both to be responsible for implementing the measures and strategies outlined in the SEMP.

Updated structure diagrams and a staff listing are provided in Section 4 of SEMP.

**It is determined by the auditor, that the SEMP nominates the person responsible for implementing the measures and strategies outlined in the SEMP.**

**3.7 S91D (1) (f) Processes to Involve Tenants, Licensees & Service Providers**

Section 9 of the SEMP outlines the processes to involve tenants, licensees and service providers in the implementation, review and revision of the SEMP.

**It is determined by the auditor, that the SEMP sets out the process to be followed to involve tenants, licensees and service providers in the port with the implementation of the management plan.**

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### 3.8 S91D (1) (g) Procedures for SEMP Implementation, Review & Revision

Section 7 of the SEMP sets out the procedures to be followed for reviewing and revising the management plan. The SEMP indicates that internal reviews and revisions if necessary will be conducted on an annual basis.

**It is determined by the auditor that the SEMP sets out the procedures to be followed for implementing, reviewing and revising the management plan.**

### 3.9 S91D (1) (h) Measures to Eliminate or Reduce Risks and Hazards

Sections 6.1 and 6.2 of the SEMP sets out those measures that the port manager intends to implement to eliminate or reduce the safety and environmental risks and hazards of the port, in the form of "current controls" and "required controls".

The SEMP has a footnote after tables 6.1 and 6.2 listing the hierarchy of controls apparently applied. In that regard it is inherent in the SEMP processes and the port manager indicated that it was applied at the time of risk assessment and allocating of the controls. The auditor observed the Risk Management Procedure from Colac Otway Shire, which included a reference in Section 4 of controlling risk using the hierarchy of controls. This policy also says "re-assess the risk in the light of existing controls". The Ministerial Guidelines indicate that the hierarchy of controls "may be useful" and the reference to it in the Apollo Bay SEMP recognises that hierarchy.

**It is determined by the auditor that the SEMP sets out the measures that the port manager intends to implement to eliminate or reduce the safety and environmental risks and hazards of the port.**

### 3.10 S91D (1) (i) Key Performance Indicators

Section 2 of the SEMP sets out the KPIs through which the port manager can assess the extent to which the implementation of the management plan achieves the safety and environment management planning objectives set out in section 91CA.

In Section 2.3 the SEMP indicates that the overall effectiveness of the management plan will be reported on in the annual report to DoT. It is not clearly stated that the KPIs will be measured and reported on.

A review by the auditor of the KPIs has identified inconsistencies between ports. In particular, with regard to the number of KPIs, their relevance to the 91CA objectives and the variation in "measurability" of the KPIs. However it is clear overall that the SEMP does set out KPI's through which the port manager can assess the extent to which implementation of the management plan achieves the S91CA objectives.

**It is determined by the auditor that the management plan sets out the key performance indicators through which the port manager can assess the extent to which the implementation of the management plan achieves the safety and environment management planning objectives set out in Section 91CA.**

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**RECOMMENDATIONS:**

The Auditor recommends improved wording in Section 2.3 of the SEMP to clarify that performance against KPIs will be included in the annual report to the Minister.

The auditor recommends coordination of the KPIs through DoT through a workshop with DoT to select and improve KPIs so all are measurable and consistent with the objectives of 91CA.

If a KPI is developed to achieve or maintain an adopted maximum number of high residual risk hazards (based on current and required controls) within the port during a given year (based on implementing current and / or required controls), this would serve the added benefit of providing evidence of the effectiveness of controls – which is another requirement of the Ministerial Guidelines.

**3.11 S91D (3) SEMP Preparation in Accordance with Ministerial Guidelines**

All of the audit responses provided in this audit report have taken the requirements of the Ministerial Guidelines issued under S91G into account. Whilst the auditor has identified areas for improvement such as emergency management planning, consistency of risk assessment and improvement of KPI's, the overall observation is that the SEMP has been prepared in accordance with the Ministerial Guidelines.

**It is determined by the auditor that the management plan has been prepared in accordance with the Ministerial Guidelines issued under Section 91G.**

**3.12 S91CA Objectives of the SEMP**

Section 2.3 of the SEMP sets out detailed objectives port safety and environmental management at the Port of Apollo Bay. Sections 2.1 and 2.2 of the SEMP outline port functions and port safety and environment policies respectively.

The combination of objectives, policies and functions listed in the SEMP generally covers similar intent to the objectives listed in S91CA of the PMA. Although the objectives written in the SEMP are not identical to those of S91CA, the auditor finds that the SEMP addresses the S91CA objectives, those being:

- promoting improvements in safety and environmental outcomes at Victoria's ports; and
- promoting and facilitating the development, maintenance and implementation of systems that enable compliance with the various safety and environmental duties that apply to the operation of the port; and
- promoting an integrated and systematic approach to risk management in relation to the operation of the port.

**It is determined by the auditor that the management plan addresses the safety management and environmental management planning objectives outlined in Section 91CA.**

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## **4 PORT MANAGER COMPLIANCE WITH SEMP**

### **4.1 Scope for Determining Port Manager Compliance with SEMP**

In relation to the port manager compliance with the SEMP, Section 91E(1)(a) of the PMA and Section 8.1 of the Ministerial Guidelines require the auditor to determine whether:

- c) The port manager is complying with the safety management plan for the port.

To determine this, the following requirements have been audited:

- Section 91C(1): Preparation of a safety management plan and an environment management plan in accordance with Part 6A of the PMA.
- Section 91C(1A): Ensuring that the safety management plan and environment management plan are audited in accordance with Part 6A of the PMA.
- S91C (2) (a): Ensuring that reasonable steps are taken to implement the measures specified in the SEMP to control hazards & risks.
- S91C (2) (b): Ensuring that reasonable steps are taken to follow the SEMP processes for involving tenants, licensees and service providers with implementation of the SEMP.
- S91C (2) (c): Ensuring that reasonable steps are taken to follow the procedures in the SEMP for review and revision of SEMP.
- S91C (3): Compliance with any written direction of the Minister under S91H.
- S91C (4): Ensuring that the SEMP, certificates and audit reports are kept at the office of the port manager.
- S91C (5): Ensuring that the documents referred to in S91C(4) are made available for inspection by authorised persons.
- S91D (2): Preparation of the SEMP within 12 months of the port being declared.
- S91E (3) and (4): Audit of the SEMP by a person approved by the Minister
- S91F (a) and (b): Ensuring that an audit is conducted within 6 months of the time fixed in a Ministerial direction under S91H(1) or within 3 years after the previous audit.
- S91H: Compliance with any Ministerial directions.
- S91HA: Compliance with any Ministerial direction to publish an audit report.
- S91HB(1): Annual report to the Minister on safety and environmental performance outcomes.
- S91HB(2): Compliance of annual report with S91G guidelines.

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#### 4.2 S91C (1) Preparation of SEMP in Accordance with PMA

The auditor observed the latest copy of the SEMP, Version 4, dated 24 January 2013.

**It is determined by the auditor, that the Port Manager has ensured that a safety and environment management plan has been prepared in accordance with S91C (1)..**

#### 4.3 S91C (1A) Audit of SEMP in Accordance with PMA

This audit was been commissioned on behalf of the Port Manager, by the Department of Transport on 14 January 2013.

This audit has been performed in accordance with the PMA.

**It is determined by the auditor, that the Port Manager has ensured that the safety and environment management plan has been audited in accordance with Part 6A, to determine whether -**

- a) the plan adequately provides for the matters required by section 91D(1); and
- b) the plan has been prepared in accordance with any Ministerial guidelines under section 91G; and
- c) the port manager is complying with the safety management plan for the port.

#### 4.4 S91C (2) (a) Implementation of Measures to Control Hazards & Risks

The measures and strategies outlined in the certified SEMP to prevent or reduce the hazards and risks were audited to determine whether the Port Manager has ensured that reasonable steps have been taken to implement those measures and strategies.

Reasonable steps have been taken to implement the measures and strategies outlined in the SEMP. However, there are several measures for which improved efforts are considered necessary in the future and a number of recommendations are made to follow regarding these.

There were 26 significant hazards listed in the 2008 SEMP that required additional controls. Of those 26 the auditor found that all the necessary additional controls have since either been implemented or are in progress. Audit comments on the implementation of individual measures and strategies are provided in the attached audit checklist.

Examples of 2008 SEMP requirements and 2008 Audit report requirements that have been implemented include:

- The recommendation to mark nav aids on the SEMP site plan; and
- The recommendation to include JSEA's, induction, PowerPoint etc for safer slipway operations.
- The port Manager also installed a boom gate on the pier after the audit, which is controlled via restricted security cards. (The auditor noted that the boom gate was open at the time of the audit, allowing uncontrolled vehicle access).

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One action that was completed but has recently lapsed is to contract professional services to review legal compliance register and ensure that legislation and regulations affecting the port are kept up to date. No evidence was provided to the auditor as to how the port manager will keep informed of new legislation and regulations in the future.

The auditor observed a summary of employee training records on the computer screen. Port Manager indicated that oil spill / marine pollution training had been attended by some but there was no evidence of oil spill contingency training having been attended in the records observed. Fire and emergency drills had been carried out at the port and on some vessels in accordance with marine regulations. The auditor observed completed fire drill check lists from 20Jan2011 and 20Jun2012.

Guarding and emergency stop buttons were present on machinery. The bench saw would appear to be one of the more hazardous machines at the port and although it had guards in place the nature of the machine is such that the blade must be exposed to allow cutting.

Not all chemicals and drums in the yard were stored on banded pallets and not all chemicals, flammable goods and dangerous goods were stored separately from non-flammable goods or in dedicated dangerous goods cabinets. The port manager indicated that this wasn't necessary due to the small quantities. Quantities observed by the auditor included plastic fuel containers with combined capacity to hold more than 100 l, kerosene tins totalling more than 75 litres, oils & greases 100 l +, waste oil drums 800 l +, 2 x acetylene bottles etc.

Disused containers, batteries, hoses, plastic netting and other materials were improperly stored or disposed of, representing poor housekeeping and slip, trip or fire hazards.

The auditor notes that in Section 5 of the SEMP, because the initial risk and residual risks (after current controls) are not clearly labelled or clarified, it is difficult to assess and measure the effectiveness of current controls at reducing risk.

The auditor is not aware of any pre-requisite experience or qualifications required for port managers to design and place navigation aids. Where professional advice may sometimes be required, there appear to be inconsistencies between the ports as to the sources and approaches to seeking advice for adjustments, additions and updates to navigation aids. No evidence was made available to the auditor of professional advice being sought or given for the placement of the new Nav Aids referred to above. The auditor is aware of the Standard for Aids to Navigation on Victorian State Waters 2012 issued by TSV and International Association of Marine and Lighthouse Authorities (IALA) requirements.

**It is determined by the auditor, that the Port Manager has ensured that reasonable steps have been taken to implement the measures or strategies that are specified in the management plan to prevent or reduce the hazards and risks associated with the operation of the port.**

**RECOMMENDATIONS:**

*The auditor recommends checks be added to the monthly check list to ensure that the interceptor trap does not inadvertently fill and overflow or allow oil to flow to sewer in breach of the Trade Waste Agreement and to ensure that oil does not overflow in containers stored in the repository on the pier.*

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The auditor recommends that, in tables 6.1 and 6.2 of the SEMP, the initial risk and residual risks (after current controls) be listed and labelled so that they can be used as a measure of the effectiveness of current controls at reducing risk. The auditor also notes that guidance on assessing the effectiveness of controls is available in the handbook HB89:2012 Risk Management - Guidelines on risk assessment techniques.

After the updated POAB Emergency MP is completed, port users, tenants and surrounding community should be encouraged to participate in drills and / or training for emergency management.

The auditor recommends analysis of incident statistics across all of Victoria's local ports, to inform revisions to risk scoring and risk registers as well as re-evaluation of controls and their effectiveness across all local ports. The auditor understands that DoT keeps a register of all incidents and it would seem logical for DoT to conduct this analysis.

It is recommended that vehicle access be restricted to the jetties. Keeping the boom gate closed and restricting access to open the boom gate should be a minimum precaution.

It is recommended that training in the emergency management plan and practice drills, be implemented so that personnel understand the roles that they need to play in the event of an emergency. In addition a schedule should be established for training requirements, that should include refresher training in oil spill contingency and safety and environment training as required.

Auditor recommends that a hazardous materials audit be conducted of the port facilities and buildings every 5 years.

If not already in place the auditor recommends specific work instructions, training, dedicated JSEAs and access only to trained personnel for the use of workshop machinery and in particular for the use of the bench saw.

Regardless of the outcome of a qualitative risk assessment (if one were carried out focussed solely on dangerous goods storage at the port), the risk can no doubt be reduced by providing an excess capacity of shedding, shelving, dangerous goods cabinets, flammable goods cabinets, covered bunded areas and neat storage areas. Auditor recommends that such facilities be provided, flammable and dangerous goods be separated and placed in dedicated Standards-compliant dangerous goods and flammable goods cabinets. Improved general storage practices should also be implemented for paints and other non-flammable chemicals. The auditor would consider these actions to be an appropriate precautionary approach.

Auditor recommends a substantial clean up of the yard and removal of disused materials empty containers and other waste materials. Ongoing diligence and clean ups should be scheduled to ensure that, after the initial clean up, disused materials continue to be appropriately disposed of and housekeeping maintained in the future. The auditor considers this to be a safety issue but also relevant to the aesthetic appeal of the port environment.

Refuelling of boats from the Fishermans Co-op facilities in particular is an activity that the auditor recommends the port manager pursue with the Co-op, to ensure that robust facilities, procedures and contingencies are in place to control the risk of fuel spills, leaks and fire. Although the fuel storage tank is on Co-op leased land, the refuelling activity is performed within the boundaries of the port and the port manager therefore has jurisdiction and some responsibility for managing the risk associated with the activity.

For the installation of new nav-aids and for changes to nav-aids, the auditor recommends that DoT assist port managers to formalise a procedure or other means of

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seeking professional advice, keeping records of professional advice received and having an appropriately qualified professional "sign-off" on compliance with the TSV standard and IALA.

**4.5 S91C (2) (b) Implementation of Processes to Involve Tenants, Licensees and Service Providers**

Reasonable steps have been taken to involve tenants, licensees and service providers in the implementation and review of the SEMP. The tenants, licensees and service providers were not specifically consulted prior to completing and issuing the SEMP revision. However, they have been informed that the SEMP has been updated, is available to be viewed at the office of the Port Manager and that there is an open opportunity to comment on the SEMP. This was done by letter and email correspondence and advertisement in the local paper. Auditor observed correspondence and evidence of the newspaper advertisement.

Auditor interviews with stakeholders by telephone and email correspondence indicates that there is communication with the port manager. Senior Sergeant Steve Towers of Victoria water police indicated that he has been consulted with respect to the implementation and revision of the SEMP. He also indicated that he is aware of the location of the SEMP.

An email response from Shanti Jayamanne (Work Safe) indicated that he has not been consulted in regard to the implementation or revision of the SEMP. However, it is possible consultation occurred with other representatives of Worksafe that Mr Jayamanne was not aware of.

**It is determined by the auditor that the Port Manager has ensured that reasonable steps have been taken to follow the processes that are set out in the SEMP to involve tenants, licensees and service providers in the port with the implementation of the management plan.**

**4.6 S91C (2) (c) Implementation of Procedures to Review and Revise the SEMP**

Since the 2008 audit, the SEMP was updated in December 2010 and in January 2013. Annual updates were not completed in 2009, 2011 or 2012. The port manager indicated that they have been reviewing the SEMP throughout and that internal review would have occurred in the years that it was not seen as necessary to issue a revised plan (2009, 2011 and 2012).

A copy of a letter from the Minister was provided to the auditor, dated 14 March 2012, indicating an extension to the currency of the SEMP until 31 March 2013 in anticipation of legislative changes. The auditor understands that under these circumstances, updates were not performed of the SEMP during 2011 and 2012 in anticipation of the legislative changes. Anecdotal feedback indicated that this approach was generally understood and accepted by DoT and all of the port managers, following publication of the Response to the Government's Review of Port Safety and Environment Management Plan Arrangements in 2010.

A subscription that was apparently in place for some years between 2008 and the current audit to provide updates to port managers on changes to legislation and regulations has been discontinued.

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**It is determined by the auditor, that the Port Manager has ensured that reasonable steps have been taken to follow the procedures that are set out in the SEMP for implementing, reviewing and revising the management plan.**

**RECOMMENDATIONS:**

*The auditor recommends that future updates and reviews be carried out annually as required by the Ministerial Guidelines and by the SEMP itself.*

*Auditor recommends that a reliable means of updating the regulatory compliance register, such as a subscription to a third party provided of legal and regulatory updates be reinstated.*

**4.7 S91C (3) Compliance with Ministers Directions under S91H**

The auditor has not been informed of any Ministers directions under 91H issued since the last 2008 audit.

**The auditor has not been informed of any Ministers directions under 91H issued since the last 2008 audit. Not Applicable.**

**4.8 S91C (4) Documents at Office of the Port Manager**

Copies of the latest SEMP were observed at the Colac-Otway Shire port managers office (in printed hard copy) and at the port office (electronic copy on the Port Manager's screen). Both copies included the attached certificates from 2005. The printed copy at Colac-Otway office had the senior management endorsement page and this page was printed out at the port office for the auditor to observe.

Copies of the 2008 audit report were also available at the offices of the port.

**It is determined by the auditor, that the Port Manager has ensured that copies of the port safety and environment management plan, the certificates required to be attached to the plan and audit reports on the management plan prepared under section 91F are kept at the office of the port manager at the port.**

**4.9 S91C (5) Documents Made Available for Inspection**

The documents referred to in Section 4.8 above were made available for the auditor to inspect.

**It is determined by the auditor, that the Port Manager has ensured that during this audit copies of the documents referred to in S91C (4) of the Act were made available for inspection by an authorised persons.**

**4.10 S91D (2) Preparation of the SEMP Within 12 Months of the Port Being Declared**

The Port of Apollo Bay was declared and the first SEMP completed prior to the previous audit in 2008 and prior to the 2008 to 2013 period for the current audit.

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**The Port of Apollo Bay was declared and the first SEMP completed prior to the previous audit in 2008 and prior to the 2008 to 2013 period for the current audit. Not Applicable.**

**4.11 S91E (3) and (4) Audit of the SEMP by a Person Approved by the Minister**

This audit was performed by Damien Chappell. Damien Chappell is approved by the Minister for Ports (the Minister) pursuant to S 91E (5) of the PMA to undertake audits of compliance against Port Safety Management Plans and Local Port Environment Management Plans.

A copy of Damien's letter of approval from the Minister can be provided upon request.

**It is determined by the auditor that the SEMP has been audited by a person who is approved by the Minister in accordance with the S91E (5).**

**4.12 S91F (a) and (b) Audit Conducted Within 6 Months of Ministerial Direction or Within Three Years After Previous Audit**

The auditor has not been informed of any Ministerial Direction under S91H requiring an audit to be conducted at the port earlier than is otherwise required.

The last SEMP audit to be conducted was issued on 21 August 2008. Under S91F (b) an audit should therefore have been due by 21 August 2011. An extension was granted by the Minister until 31 March 2013 for the audit to be completed and the auditor was provided with a copy of the letter from the minister granting the extension, signed on 14 March 2012. The auditor is not aware as to the reasons why an extension was not granted prior to the original due date for the audit of 21 August 2011.

**It is determined by the auditor that the port manager has ensured that an audit under section 91E has been conducted -**

- a) within 6 months of the time fixed in a direction given to the port manager by the Minister under section 91H(1); or
- b) within 3 years after the previous audit was conducted.

**4.13 S91HA Compliance with Ministerial Direction to Publish an Audit Report**

The auditor has not been informed of any Ministerial Direction under S91HA requiring the port manager to publish an audit report.

**The auditor has not been informed of any Ministers directions under 91HA issued since the last 2008 audit. Not Applicable**

**4.14 S91HB (1) Annual Report to Minister and Prescribed Bodies**

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Although this requirement is not strictly auditable because of the recent timing of the change to the PMA, the auditor was shown copies of the 2009-10 report to DoT and letter dated 15 October 2010 and (later, after the site audit) the 2011-12 annual report, dated 28 February).

**Given that the requirement for an annual report to the Minister and Prescribed Bodies on safety and environmental performance outcomes for the port was promulgated in the PMA amendment assented on 18 September 2012, this requirement is not applicable to the most recent annual report issued (for the 2011-12 period). Not Applicable.**

#### 4.15 S91HB (2) Annual Reports to Comply With Section 91G

As the Ministerial Guidelines were only issued in November 2012, the Annual Report for 2011-12, issued to DoT on 28Feb2013 has not been fully audited for compliance against 91G of the PMA or the Ministerial Guidelines.

However the following observations are provided for information purposes. Based on observations made by the Auditor of the 2011-12 Annual report, the format meets many of the requirements of the Ministerial Guidelines and includes details of incidents during the year, but does not specifically refer to some requirements such as the following:

- The status and level of compliance against any other certified management systems.
- Any significant findings and/or outcomes arising from any internal SEMP audits, external safety and environmental audits or audits by relevant regulators.
- Any major issues with the Management Plans and improvement measures or strategies.
- Any reviews of the Management Plans undertaken during the year and any noteworthy findings changes.
- The number and type of consultation meetings undertaken during the year and any noteworthy outcomes, if any.
- Any issues with consultation processes and improvement measures and strategies.

**Given that the requirement for annual reports to comply with S91G was promulgated in the PMA amendment assented on 18 September 2012, this requirement is not applicable to the most recent annual report issued (for the 2011-12 period). Not Applicable.**

#### RECOMMENDATIONS:

*The next report due for the 2012-13 period must comply with the Ministerial Guidelines.*

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## **5 AUDIT CONCLUSIONS**

Based on the audit observations and outcomes, the auditor makes the following conclusions:

**The auditor finds that the SEMP adequately provides for the matters required by Section 91D (1).**

**The auditor finds that the SEMP has been prepared in accordance with the Ministerial Guidelines issued under Section 91G.**

**The auditor finds that the Port Manager is complying with the SEMP for the port.**

Recommendations made as outcomes of the audit are provided throughout Sections 3 and 4 of this report and audit observations are described in more detail in the attached audit checklist.

The port manager and port manager's advisor provided responses and comments on a draft version of this audit report during the review period (19 to 21 March 2013). Responses and comments that were provided to the auditor are included as Attachment 3 to this report.

Comments and responses provided on the earlier draft version of this audit report from the Department of Transport are included as Attachment 4 to this report.

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## **6 REFERENCES**

Landserv 2008 - Audit of Port Safety and Environment Management Plan, Port of Apollo Bay, 21 August 2008;

Ministerial Guidelines: Port Safety and Environmental Management Plans, November 2012;

Port of Apollo Bay Safety and Environment Management Plan, Version 4. 24 January 2013;

Victorian Government - Review of Port Safety and Environment Management Plan Arrangements – 2010;

Port Management Act 1995;

Port Management Local Port Regulations 2004;

Other Victorian Acts and Regulations:

- Dangerous Goods Act 1985;
- Emergency Management Act 1986;
- Environment Protection Act 1970;
- Marine Safety Act 2010;
- Occupational Health and Safety Act 2004;
- Coastal Management Act 1995;
- Transport Integration Act 2010;

Commonwealth Acts and Regulations:

- Maritime Transport and Offshore Facilities Security Act 2003;
- Navigation Act 1912;
- Occupational Health and Safety (Marine Industry) Act 1993;
- Environment Protection and Biodiversity Conservation Act 1999;
- Australian Maritime Safety Authority Act (1994);
- Environmental Management and Pollution Control Act (1994);
- Protection of the sea (Harmful Anti-fouling systems) Act 2006;

Australian and International Standards and Handbooks:

- ISO 19011:2003 Guidelines for quality and/or environmental management system auditing;
- AS/NZS ISO 14001: 2004 Environmental management systems - Specification with guidance for use;
- Australian Standard AS/NZS ISO 9000 - Quality Management Systems;
- Australian Standard AS/NZS ISO 4801 :2001 - Occupational Health and Safety Management Systems;
- Australian Standard AS/NZS 4260 : 2004 - Risk Management;
- Australian Standard AS/NZS 4360 : 1999 - Risk Assessment;
- Australian Standard AS 3745: 2002 - Emergency Control Organisation and Procedures for Buildings, Structures and Workplaces;

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- The International Management Code for Safe Operation of Ships and for Pollution Prevention;
- Handbook HB89:2012 Risk Management - Guidelines on risk assessment techniques;
- Australian Standard AS/NZS ISO 31000: 2009 – Risk Management;
- Australian Standard AS/NZS ISO 31010: 2009 – Risk Management, Risk Assessment Techniques;

EPA Victoria Publications:

- EPA Publication 865.8, 'Environmental Auditor Guidelines for Appointment and Conduct', May 2012;
- EPA Publication 952.2, 'Environmental Auditor Guidelines for the Preparation of Environmental Audit Reports on Risk to the Environment', October 2007;
- EPA Publication 953.2, Environmental auditor guidelines for conducting environmental audits, October 2007 (update of previous EPA publication 953.1);
- EPA Publication 18WM 91/08, 'Environmental Audits -Industrial Facilities', July 1991;
- EPA Publication 902, Environmental Auditing In Victoria, April 2003;
- EPA Publication 903, 'Environmental Risk Management at Retail Fuel Outlets', May 2003 and other publications listed under EPA's 'Best Practice Environmental Management series';

Emergency Management Manual Victoria (EMMV);

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## **ATTACHMENT 1: AUDIT CHECKLIST**

G0175\_RPT008\_28Mar13\_Apollo\_Bay\_FINAL



APOLLO BAY AUDIT CHECKLIST

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| Reference                                                                                                                                         | Item category     | Description of Safety, Health, Environment, Condition                                                                                                           | Audit response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PART A) REVIEW OF THE MANAGEMENT PLAN TO DETERMINE WHETHER IT CONTINUES TO ADEQUATELY PROVIDE FOR THE MATTERS REQUIRED BY §91D OF THE ACT:</b> |                   |                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| §91D(1) (a)                                                                                                                                       | Site layout       | Does the management plan, safety and environmental) identify by a description, map or plan the area or areas of the port lands and waters to which it applies?  | Yes, the black and white copy doesn't show the boundaries very well, but RJ showed the colour version on the screen. Auditor has been given an electronic copy which clearly shows the port boundaries.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Auditor                                                                                                                                           | Site Operations   |                                                                                                                                                                 | Colac Oyster operates a "Trim" data management system with access to electronic documents. Documents are scanned and filed in that system.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| §91D(1) (b)                                                                                                                                       | Hazards and Risks | Does the SEMF identify the nature and extent of the safety or environmental hazards and risks (as the case requires) associated with the operation of the port? | Yes, see Section 5 of the SEMF.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Auditor                                                                                                                                           | Site Operations   | Do the descriptions in the plan accurately reflect the activities occurring.                                                                                    | Yes, the key activities are described in 5.1.2 of the SEMF and were confirmed during the site inspection.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Auditor                                                                                                                                           | Site Operations   | Are there new activities occurring or technologies being used that require an update to the plan?                                                               | Fishermans Co-op now cooks food and has a licence variation approved by Council to serve food. Signed letter 28 Feb 2012 showing new license condition allowing for cooking and freezing and sale of seafood products etc. From Paul Carmichael of Colac Oyster Shire. Reprint was consulted in terms of his SEMF requirements. Other than that the new activities haven't required specific updates to the plan because the Co-op is a lessee and is not part of port operations.                                                                                                                                                                                                                                                                                                                                                      |
| §91D(1) (c)                                                                                                                                       | Hazards and Risks | Does the SEMF assess the likely impact of those hazards and risks on the port and the surrounding areas?                                                        | A dredging study is now complete and tenders are out for design of a new dredge. Observed a dredging report by GHJ. The measures listed to control these hazards and impacts include plans and strategies as well as a Long Term Dredging Management Plan developed in 2009 and establishment of safety and environmental management criteria for permits.                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Auditor                                                                                                                                           | Hazards and Risks | Does the risk assessment methodology documented continue to be appropriate?                                                                                     | Effectively carried out via the risk assessment in Section 5. Staff were consulted in the update of the risk assessment. Auditor observed and photographed staff consultation notes Feb 2013. Auditor notes that the outcomes of the workshop will not have been reflected in the 24 January 2013 SEMF revision, given that it was issued prior to the date of the workshop.                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| §91D(1) (d)                                                                                                                                       | Hazards and Risks | Does the SEMF specify the measures and strategies to be implemented to prevent or reduce those hazards or risks?                                                | Tables in 5.9 and 5.11 list the hazards and "Risk Ratings". Not clear whether these are initial or residual (we assume that it refers to initial risk). Similarly in Tables 6.1 and 6.2 it's not clear whether the ratings are initial or residual (after current controls). 5.6.3 refers to the risks that remain as "residual risk". Not clear if this is residual risk after "current controls" or "required controls". Table 6.1 Significant Safety Hazard Control Register lists all of the safety hazards in table 5.9. Whereas the Table 6.2 Significant Environment Hazard Control Register only lists "High" risk environmental hazards. Because the initial risk and residual risks (after current controls) are not clearly labelled or clarified, it's difficult to assess / measure the effectiveness of current controls. |
| Auditor Note                                                                                                                                      |                   |                                                                                                                                                                 | <b>Recommend coordination of the risk assessments by DoT to improve and adopt consistent risk assessment methodology across all local ports.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                   |                   |                                                                                                                                                                 | Yes, measures and strategies in the form of controls are listed in Section 6 of the SEMF and also in the KRIs in 5.2 of the SEMF.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                                                   |                   |                                                                                                                                                                 | The format of the 5.6.1 and 5.6.2 hazard control registers cross-references the activity number with the 5.5.10 and 5.5.11 hazards and risks registers, which makes it difficult for the reader to check which hazard each of the controls relates to. <b>Recommend improvement of the format to repeat the activity description in the 5.6.1 and 5.6.2 registers.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

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NOTE: Audit recommendations are in bold text.



APOLLO BAY AUDIT CHECKLIST

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| Reference              | Item category                  | Description of SEMP, VEM, Requirement, Condition                                                                                                                                                    | Audit Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| s91D(1) (e)            | Hazards and Risks              | Does the SEMP nominate the person who is to be responsible for implementing those measures and strategies?                                                                                          | Yes, see Section 6.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Auditor                | Site Operations                | Has the SEMP been updated to reflect current/new personnel?                                                                                                                                         | Yes, the staff listing is updated. See Section 4 of SEMP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| s91D(1) (f)            | Communication and Consultation | Does the SEMP set out the processes to be followed to involve tenants, licensees and service providers in the port with the implementation of the management plan?                                  | Yes, see Section 9 of SEMP, includes advertising externally every 3 years.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| s91D(1) (g)            | Implement, review, revise      | Does the SEMP set out the procedures to be followed for implementing, reviewing and revising the management plan?                                                                                   | Yes, See Section 7 of SEMP.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Audit Note 11 Feb 2012 |                                | An external risk audit was carried out to Safety MAP, by International Standards Certifications Pty Ltd in Oct 2011, included Apollo Bay Harbour.                                                   | Auditor provided with a copy of this report and reviewed it on 8 March 2013. Related to audit conducted 11, 12, 13 October 2011. Much of the report relates to progress to correct non-conformances and observations from a previous audit including closure of observations and CARs that have been addressed. For Apollo Bay Harbour the report noted many improvements since last visit. Electrical tags and tackle within current test. Asset inspection reports 10/11, 6/11, 1/11. Port operating procedures 4/08 and SEMP 08/11. Fire drill 20/1/11. Toolbox meeting 9/8/11. Report noted that crane has been brought back into service and audiometric tests 26/5/11.<br>One outstanding Non-Conformances that may be relevant to Apollo Bay Port:<br>* CAR 11/01 - 4.1.4 in service electrical inspections not conducted at all locations (requirement under ASS7602010 and Worksafe Victoria guidance).<br>There were also some audit observations that were either outstanding or were not reviewed during that visit. |
| Audit Note 11 Feb 2012 |                                | Another Site Risk Survey was carried out in VMA on 30 Nov 2012. DOT provided auditor with a copy on 8 Feb 2013                                                                                      | Reviewed this risk report, which found a 'Site Risk Rating' of 'Very Good'. The report recommended implementation of a Hot Work Permit System, finalisation and endorsement of the Emergency Management Plan, a summary Emergency Management document to advise vessel owners of the aspects relevant to their occupancy and an assessment of the fencing and rolling systems across the Port.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Auditor                | Implement, review, revise      | Has the plan been updated?                                                                                                                                                                          | Yes, the plan was updated 14/06/05, 29/08/05, 26/07/07, 25/6/08, 10/12/10 and 24/1/13. Version 4.24Jan13<br>Amendment log was observed and Auditor observed that CEO of Port Manager Organisation Endorsed the SEMP on 7 Feb 2013 - Robert Small.<br>Auditor notes an error in the table of Contents page numbers. <b>Recommend correction of the Table of Contents</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Auditor                | Implement, review, revise      | Should the plan have been updated?                                                                                                                                                                  | Since the 2008 audit, annual updates were not completed in 2009, 2011 or 2012. Konjani indicated that they have been reviewing throughout. <b>Recommend that updates and reviews be carried out annually as required by the Ministerial Guidelines and by the SEMP itself.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Auditor                | Implement, review, revise      | When is the SEMP due for its next review and update?                                                                                                                                                | based on minister's guideline and SEMP, annually, so due for update by Feb 2014.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| s91D(1) (h)            | Hazards and Risks              | Does the SEMP set out those measures (if any) that the port manager intends to implement, to eliminate or reduce the safety and environmental risks and hazards (as the case requires) of the port? | Yes current controls and required controls are listed in S6.1 and S6.2 of the SEMP.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Auditor note           |                                | Sighted an example of the Slipway Users Job Safety & Environment Analysis and a JSEFA Induction Work Sheet example, dated 11 June 2011.                                                             | The JSEFA includes conditions of use of the slipway. As part of the induction a powerpoint presentation is given. Auditor observed the induction presentation on the screen.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

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| Reference                                                                                                                        | Item category                  | Description of SEMP, VEMP, Environment/Conservation                                                                                                                                                                                                      | Audit response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 991D(1) (i)                                                                                                                      | KPIs                           | Does the SEMP set out the key performance indicators through which the port manager can assess the extent to which the implementation of the management plan achieves the safety and environment management planning objectives set out in section 91CA? | Yes, see Section 2 of the SEMP.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Auditor                                                                                                                          | Trade Waste Agreement          |                                                                                                                                                                                                                                                          | At the slipway there is a triple interceptor trap operated under trade waste agreement with Barwon Water. Agreement from 2002 was the same one as the 2008 audit. Auditor observed waste oil disposal docker (or 400 l taken by RRR was on 90C112. Port Manager indicated checking the level of the interceptor trap and the level of waste oil in containers in the repository on the pier are not included on maintenance checklists. Auditor recommends checks be added to the monthly check list to ensure that the interceptor trap does not inadvertently fill and overflow or allow oil to flow to sewer in breach of the Trade Waste Agreement and to ensure that oil does not overflow in containers stored in the repository on the pier. |
| <b>PART B) AUDIT TO DETERMINE WHETHER THE PLAN HAS BEEN PREPARED IN ACCORDANCE WITH MINISTERIAL GUIDELINES UNDER SECTION 91G</b> |                                |                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Ministerial Guidelines                                                                                                           | KPIs                           | Are KPIs either qualitatively or quantitatively measurable so that the port manager is able to assess the extent to which the SEMP objectives are achieved?                                                                                              | Yes, see Section 2.3 of SEMP.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Ministerial Guidelines                                                                                                           | KPIs                           | Does the SEMP state how the port managers will monitor each KPI?                                                                                                                                                                                         | Effectively indicates that overall effectiveness will be included in annual report to DoT. Recommend improved wording to clarify that performance against KPIs will be included in the annual report to the Minister.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Ministerial Guidelines                                                                                                           | Site Layout                    | Does the SEMP identify and locate the following by either description, map or plan:<br>(i) port area boundaries (land and water)?                                                                                                                        | Yes, the black and white copy doesn't show the boundaries very well, but RJ showed the colour version on the screen. Auditor has been given an electronic copy which clearly shows the port boundaries.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Ministerial Guidelines                                                                                                           | Site Layout                    | (ii) all key facilities and infrastructure in the port (e.g. berths and channels)?                                                                                                                                                                       | Yes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Ministerial Guidelines                                                                                                           | Site Layout                    | (iii) all tenancies and the other areas of joint or shared responsibility in the port?                                                                                                                                                                   | Yes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Ministerial Guidelines                                                                                                           | Site Layout                    | (iv) storage areas, specifically those which may contain dangerous goods or hazardous materials?                                                                                                                                                         | No really applicable. However, RJ noted that there is a shallow reef area close to the shore within the marina, which they do not dredge. It may be relevant to mark the reef area on plans and in dredging plans in the future as an area that should not be dredged without prior assessment for ecological significance.                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Ministerial Guidelines                                                                                                           | Site Layout                    | (v) key facilities and infrastructure vulnerable to extreme climate events (noting the safety and environmental issues involved)?                                                                                                                        | Ranger indicated that this is a work in progress. A comment has been made in the risk assessment register. See p 29, item 20 in the register. Auditor notes that most facilities within local ports will have varying levels of vulnerability to climate change issues and it is not necessarily relevant to mark individual structures or areas on the plan.                                                                                                                                                                                                                                                                                                                                                                                       |
| Ministerial Guidelines                                                                                                           | Site Layout                    | (vi) any other key features?                                                                                                                                                                                                                             | Yes, office etc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Ministerial Guidelines                                                                                                           | Communication and Consultation | Has the port manager encouraged tenants to assist in the hazard and risk identification process?                                                                                                                                                         | Yes, auditor observed email correspondence on the firms system with the Fishermens Co-op, regarding refuelling and these requests to date. Also have Apollo Bay sailing club and berthing and mooring holders are permit holders. To obtain a permit, mooring and berthing holders have to agree to comply with the SEMP and submitt insurance certificates etc.                                                                                                                                                                                                                                                                                                                                                                                    |

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| Reference              | Item category     | Description of Item / Requirement / Question                                                                                            | Actual Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        |                   |                                                                                                                                         | Auditor observed an annual application for berthing and mooring dated 5 Dec 2012, including induction, registration, insurance, certificate of structural integrity, etc.<br>Sailing club is very cooperative. Viewed example of letter informing sailing club of SEMF and intention to consult. Viewed letter to club captain dated 30 Jan 2013. Also viewed database of berthing and mooring holders, with contact details for consultation purposes.                                                                                                                                                                                                                                                                                             |
| Ministerial Guidelines | Hazards and Risks | Has the port manager identified hazards and risk using a systematic process?                                                            | A workshop process was used to systematically identify hazards and risks. Auditor observed notes from staff consultation workshop to update hazard and risk identification and assessment conducted in early February 2013.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Ministerial Guidelines | Hazards and Risks | Has the port manager identified and recorded the nature and extent of the hazards?                                                      | Yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Ministerial Guidelines | Hazards and Risks | Has the port manager detailed the risks (including nature and extent) associated with each hazard?                                      | Yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Ministerial Guidelines | Hazards and Risks | Has the port manager undertaken and documented a risk assessment of the hazards (e.g. using a risk matrix)?                             | Yes, see response for PMA above                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Ministerial Guidelines | Hazards and Risks | Has the port manager:<br>(i) identified existing controls to manage risks?<br>(ii) assessed the effectiveness of the existing controls? | Yes.<br>Yes, see column in the 6.1 and 6.2 risk matrices, with plans monthly etc to assess effectiveness. Ranjan also indicated that at each review of the SEMF the applied an elimination approach whereby risks not linked to the harbour were eliminated and those relevant to the harbour were retained.<br><b>Auditor notes that because the initial risk and residual risks (after current controls) are not clearly labelled or clarified, it's difficult to demonstrate the effectiveness of current controls through measuring the reduction in risk scores. Auditor notes that guidance on assessing the effectiveness of controls is available in the handbook HB89:2012 Risk Management - Guidelines on risk assessment techniques.</b> |
| Ministerial Guidelines | Hazards and Risks | (iii) demonstrated the reduction of risks to As Low As Reasonably Practical (ALARP)?                                                    | ALARP is not effectively demonstrated as the format of the risk matrix doesn't include risk levels before and after current controls. <b>The auditor recommends coordination of risk assessment methods by DOT to improve and adopt consistent risk assessment methodology across all local ports.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Ministerial Guidelines | Hazards and Risks | (iv) identified how the response and recovery to an emergency is to be managed and what capability exists to manage emergencies?        | Emergency management committee includes the Manager Environment and that committee is activated in the event of an emergency. Emergency contact number is displayed at the port on signage. Port Manager also has a Municipal Emergency Management Plan (MEMP) prepared by the Manager Environment Stewart Anderson. Ranjan has asked for the SEMF to be included as an appendix to this. Auditor observed the MEMP and it does include a brief reference to the Port of Apollo Bay and its SEMF.                                                                                                                                                                                                                                                   |
| Ministerial Guidelines | Hazards and Risks | (v) identified additional controls which are needed to prevent or reduce the hazard or risk so far as reasonably practicable?           | Auditor observed the Port of Apollo Bay Emergency Management Plan (POAB Emergency MP). There are some gaps in the POAB Emergency MP which are described further below. Overall the auditor finds that the POAB Emergency MP is currently deficient at demonstrating that the port manager has identified how the response and recovery to an emergency is to be managed and what capability exists to manage emergencies.                                                                                                                                                                                                                                                                                                                           |
| Ministerial Guidelines | Hazards and Risks | (vi) identified the person responsible for implementing the risk prevention or reduction measures?                                      | Yes, see tables 6.1 and 6.2.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Ministerial Guidelines | Hazards and Risks | (vii) identified targets and time frames to implement the risk reduction improvement measures?                                          | Yes, tables 6.1 and 6.2. Note that many of the controls are "ongoing".                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

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| Ministerial Guidelines | Hazards and Risks    | Performance of SEMP, Risk Management, Contingency                                                                                                                 | Audit Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ministerial Guidelines | Hazards and Risks    | (viii) established and maintained systems which identify and monitor the control measures and strategies that are in place and/or are required to be implemented? | Yes, the systems established revolve around annual reviews / updates of the SEMP, daily / monthly checklists, annual reports to the Minister via DoT and annual monitoring of progress against KRIs. On 8 March 2013 Auditor was provided with copies of Asset Inspection reports from 20Feb12, 2Apr12, 7May12, 12Nov12 and 29Jan13. Auditor was provided with copies of Nav Aid daily / weekly inspection check lists from 3Feb13, 10Feb13, 17Feb13 and 24Feb13. Auditor was also provided with a copy of the annual report to DoT for 2011-12, with a covering letter dated 28Feb13. Auditor notes that the format of the next annual report should take into account guidance provided in the Ministerial Guidelines.                                                                                                                                                                                                          |
| Ministerial Guidelines | Hazards and Risks    | Has the port manager utilised the hierarchy of controls when implementing control measures?                                                                       | The SEMP has a footnote after tables 6.1 and 6.2 listing the hierarchy of controls apparently applied. In that regard it is inherent in the SEMP processes and Ronlani indicated that it was applied at the time of risk assessment and allocation in Section 4 of controlling risk using the hierarchy of controls. This policy also says re-assess the risk in the light of existing controls. The ministerial guidelines indicate that the hierarchy of controls 'may be useful' and the reference to it in the Apollo Bay SEMP recognises that hierarchy.                                                                                                                                                                                                                                                                                                                                                                     |
| Ministerial Guidelines | Emergency Management | Has the port manager addressed the following in respect to emergency management:                                                                                  | Auditor observed the Port of Apollo Bay Emergency Management Plan (POAB Emergency MP). This was in the process of being updated. Emergency management committee includes the Manager Environment and that committee is activated in the event of an emergency. Emergency contact number is displayed at the port on signage. Port Manager also has a Municipal Emergency Management Plan (MEMP) prepared by the Manager environment Stewart Anderson. Ronlani has asked for the SEMP to be included as an appendix to this. Auditor observed this document - June 2013. It does include a reference to the Port of Apollo Bay and its SEMP but does not go into detail as to how the two plans interact and does not include measures for some of the emergency types listed in the POAB Emergency MP. Auditor observed a draft in progress on the computer screen for the proposed update of the POAB Emergency Management plan. |
| Ministerial Guidelines | Emergency Management | (i) embraced the whole-of-port and surrounding communities?                                                                                                       | As above, it is connected to the MEMP. However, it doesn't list any contact details for the Fishermans Coop or sailing Club etc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Ministerial Guidelines | Emergency Management | (ii) Integrated emergency management arrangements of the port and individual stakeholders into the whole-of-port marine emergency plan?                           | The Port Manager representative volunteered that improvements could be made by attaching the POAB Emergency Management Plan to the SEMP as an Appendix and better integrating the Emergency MP and the SEMP. The plan could also be improved by adding contact details for the Fishermans Co-op, sailing club and possibly berthing / mooring holders. In addition to listing the port users and surrounding community in the POAB Emergency MP, the port manager should ensure that they are familiar with the plan and understand their roles in an emergency. No evidence was available to indicate that port users, tenants and surrounding community have been encouraged to participate in drills and / or training for emergency management.                                                                                                                                                                               |
| Ministerial Guidelines | Emergency Management | (iii) Identified the agencies, organisations and individuals responsible for emergency prevention, mitigation, response and recovery?                             | Some but not comprehensive. It is connected to the MEMP but the MEMP doesn't have contact details for the port and the POAB Emergency MP doesn't have key contacts for the MEMP. Another gap appears to be that the POAB doesn't have any contact details or any responsibilities listed for the port manager in an emergency. The port manager is not listed in the POAB as being the incident controller for any type of emergency. The POAB does not include contact for some organisations with possible relevance such as Coast Guard, Water, Police and DSE, although some of these are in the MEMP.                                                                                                                                                                                                                                                                                                                        |
| Ministerial Guidelines | Emergency Management | (iv) appointed appropriate emergency coordinators to ensure a whole-of-port response to emergency?                                                                | There is no inclusion of port users or surrounding community in the POAB Emergency MP and no allocation of responsibilities or contact details for port staff.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Ministerial Guidelines | Emergency Management | (v) Integrated with municipal and State emergency management arrangements (e.g. water, pollution emergencies)?                                                    | Yes, as above, there is some connection to the MEMP. The Port Phillip Bay Marine Oil Spill Contingency Plan is available via the POAB and the MEMP coordinates at a state level.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Ministerial Guidelines | Emergency Management | (vi) specific emergency response times?                                                                                                                           | The MEMP provides references such as responding to emergencies 'as soon as possible' and 'timely' responses. No specific response times are referred to in the MEMP or the POAB Emergency MP.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

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| Reference              | Item category                  | Description of SEMP, Asset, Equipment / condition                                                                                                          | Notes / Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ministerial Guidelines | Emergency Management           | (vii) Included a training and exercise regime that ensures a collective response to port emergencies?                                                      | There are no references in the current POAB to training and drill exercises. The MBWP refers to the Colac Orwy Recovery Committee (CORC), the Municipal Emergency Management Coordinator (MEMC), the Municipal Emergency Management Planning Committee (MEMPC) as having responsibilities for ensuring that appropriate training and exercises are carried out and to build capacity through training and coordinating a planning process.<br>The Port Manager representative indicated that:                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Ministerial Guidelines | Emergency Management           | (viii) Identified critical assets and equipment that may be required in the case of an emergency?                                                          | <ul style="list-style-type: none"> <li>There is an update in progress of the POAB Emergency MP and that this needs to 'take into account' the requirements of the Ministerial Guidelines for Port Safety and Environmental Management Plans;</li> <li>The Emergency MP is something that should be co-ordinated across all of the South West ports. The A letter from Dot requesting the Port Manager to link port Emergency Management Plans to Municipal Emergency Management Plans would be helpful for all of the ports (note that this suggestion may be helpful but is not the opinion of the Auditor - the Auditor has not been required to evaluate emergency management planning solutions within the scope of this audit).</li> </ul>                                                                                                                                                                        |
| Ministerial Guidelines | Emergency Management           | Does the SEMP refer to the Victorian marine pollution contingency plan (VicPlan) with regard to emergency management?                                      | Yes, Section 6 of the POAB Emergency MP.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Ministerial Guidelines | Emergency Management           | Does the SEMP clearly identify the person(s) responsible for specific measures or strategies relating specifically to their name(s) and/or position title? | Refers to Port Manager / Emergency Contact.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Ministerial Guidelines | Communication and Consultation | Has the port manager consulted with the local community, interest groups and port manager's employees in the development and implementation of the SEMP?   | The Auditor was shown notes from a risk consultation session with Port Staff dated Feb 2013, which provided input to the SEMP risk assessment. This is evidence of employees' involvement in development of the SEMP.<br>Auditor observed correspondence with Fishermans Co-op dated 30Jan13 providing them with a SEMP summary and asking for environmental policy documentation as well as agreement to comply with the SEMP. No reply had been received yet from the Fishermans Co-op at the time of the audit.<br>Auditor observed road tanker refuelling procedures. The Port Manager indicated that these have been provided to the Co-op and its road tanker fuel supplier as an environmental management measure for the Co-op's refuelling activities.<br>Auditor observed correspondence to Sailing Club including copy of summary SEMP provided and request to acknowledge / comply. No reply received yet. |



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| Reference                                                                                                     | Item category                  | Prescribed SEMP, Work, Equipment, Condition                                                                                                          | Notes/Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ministerial Guidelines                                                                                        | Communication and Consultation | Has the port manager made the SEMP available to the prescribed bodies (EPA, TSV and WorkSafe)?                                                       | Port Manager representative indicated that copies have been provided to the prescribed bodies and showed auditor evidence of a response from WorkSafe, VicRoads in a letter dated 11Jan2011. WorkSafe indicated that the SEMP shows insufficient detail to demonstrate that it is meeting its obligations under the OHS Act and Dangerous Goods Act. WorkSafe recommends that Colac Otway Shire seek assistance from a qualified OHS and DG consultant to ensure that appropriate safety management systems are in place. Evidence was not viewed by the auditor of SEMP correspondence with EPA or TSV.<br>Auditor acknowledges that:<br>a) The SEMP is not intended to contain all policies, procedures, registers, MSDS's, training records, dangerous goods storage procedures and other evidence of compliance with the OHS Act and DG Act. The SEMP is intended to be a summary plan to ensure the Port Manager's compliance with the PMA.<br>b) Colac Otway has the documentation and management system in place and has the system audited against SafetyMAP, audited under PMA and has had a VMA Risk Assessment conducted. Evidence would appear to be available relating to the concerns WorkSafe raises in the letter and it is not considered necessary to include all of that evidence in the SEMP. |
| Ministerial Guidelines                                                                                        | Communication and Consultation | Has the port manager made the SEMP/ or suitable summary version available for public information?                                                    | Yes. SEMP is posted on the Colac Otway Shire website. Auditor has confirmed it is the latest version and downloadable.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>PART C) AUDIT TO DETERMINE WHETHER THE PORT MANAGER IS COMPLYING WITH THE MANAGEMENT PLAN FOR THE PORT</b> |                                |                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Terms of Auditor Appointment                                                                                  | Hazards and Risks              | Is there any evidence, visual or other, of imminent risk of harm to humans or the environment?                                                       | No                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| §91 C (4) (a)                                                                                                 | Communication and Consultation | Has the Port Manager ensured that a copy of the port SEMP is kept at the office of the Port Manager?                                                 | Yes, at the port there is an electronic copy was brought up on the Port Manager's screen and a printed copy of Senior Management endorsement of the latest SEMP was printed out. The latest version is also available on-site via the public website link.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| §91 C (4) (b)                                                                                                 | Communication and Consultation | Has the Port Manager ensured that a certificate for the Management Plan is attached?                                                                 | Yes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| §91 C (4) (c)                                                                                                 | Communication and Consultation | Has the Port Manager ensured that a copy of the 2008 Audit reports is kept at the port office?                                                       | Yes. Hard copy of Colac Otway, electronic at the port.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| §91 C (5)                                                                                                     | Communication and Consultation | Was a copy of the plan made available for the Auditor?                                                                                               | Yes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| §91 C (2) (a)                                                                                                 | Hazards and Risks              | Has the port manager taken reasonable steps to implement the measures and strategies to reduce hazards and risks that were in the last audited SEMP? | Yes, there were 20 significant hazards listed in the 2008 updated SEMP that required additional controls. Of those 20 the Auditor has evaluated that all the necessary additional controls have either been implemented or are in progress. There are comments around some of the implementation throughout this checklist. One action that was completed but has recently lapsed is to contact professional services to review legal compliance register and ensure that legislation and regulations affecting the port are kept up to date. <b>Auditor recommends that a means of regularly reviewing the legal register be reinstated to ensure that regular updates of the legal register are carried out.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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| Reference                         | Item category                  | Description of SEMP Audit requirement / question                                                                                                                                                                 | Audit response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                   |                                |                                                                                                                                                                                                                  | Examples of SEMP additional requirements and 2008 Audit report requirements that have been implemented include:<br>* The recommendation to mark now aids on the SEMP site plan; and<br>* The recommendation to include JSA's, induction, powerpoint etc for safety slipway operations.<br>* The Port Manager also installed a boom gate on the pier after the audit, which is controlled via restricted security cards. The auditor noted that the boomgate was open at the time of the audit, allowing uncontrolled vehicle access.<br><b>Auditor recommends that boomgate be closed to restrict vehicle access.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| §91 CA (c)                        | Implement, review, revise      | Does the SEMP promote improvements in safety and environmental outcomes?                                                                                                                                         | Yes. Valid objectives and KPI's are provided in Section 2.3 of the SEMP.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| §91 CA (b)                        | Implement, review, revise      | Does the SEMP promote and facilitate the development, maintenance and implementation of systems that enable compliance with the various safety and environmental duties that apply to the operation of the port? | Yes. Valid objectives and KPI's are provided in Section 2.3 of the SEMP.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| §91 CA (c)                        | Hazards and Risks              | Does the SEMP promote an integrated and systematic approach to risk management in relation to the operation of the port?                                                                                         | Yes. Valid objectives and KPI's are provided in Section 2.3 of the SEMP.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| §91 HB (1)                        | Communication and Consultation | Has the port manager made annual reports to the Minister and any bodies that are prescribed by the regulations on the safety and environmental performance outcomes for the port?                                | Have completed some annual reports to date. Viewed the 2009-10 report to DoT and letter dated 15 October 2010. Was later provided with a copy of the 2011-12 annual report. The format for both reports is different to the new requirements of the Ministerial Guidelines, which will need to be considered for the next report.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| §91 HB (2)                        | Communication and Consultation | Do annual reports made by the port manager comply with any guidelines issued under section 91G?                                                                                                                  | As the Ministerial Guidelines were only issued in November 2012, the Annual Report for 2011-12, issued to DoT on 28Feb2013 has not been fully audited for compliance against 91G of the PMA or the Ministerial Guidelines. The next report due for the 2012-13 period must comply with the Ministerial Guidelines.<br><br>Based on observations made by the Auditor of the 2011-12 Annual report, the format meets many of the requirements of the Ministerial Guidelines and includes details of incidents during the year, but does not specifically refer to some requirements such as:<br>* the status and level of compliance against any other certified management systems; any significant findings and/or outcomes arising from any internal SEMP audits, external safety and environmental audits or audits by relevant regulators;<br>* any major issues with the Management Plans and improvement measures or strategies;<br>* any reviews of the Management Plans undertaken during the year and any noteworthy findings changes;<br>* the number and type of consultation meetings undertaken during the year and any noteworthy outcomes, if any;<br>* any issues with consultation processes and improvement measures and strategies.<br><b>Auditor recommends that Annual Report for 2012-13 be prepared in accordance with 91G of the PMA and the Ministerial Guidelines.</b> |
| <b>OTHER KEY ACTIONS / TASKS:</b> |                                |                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| §91 C (2) (b)                     | Communication and Consultation | Has the Port Manager ensured that reasonable steps were taken to follow the processes set out in the management plan to involve tenants, licensees and service providers with implementation of the plan?        | Yes. As evidence, Auditor viewed 24 Dec 2010 correspondence re - Colpac Herald advertisement seeking comment on SEMP. Also viewed responses from Workside and from Coronganille CMA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

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| Reference    | Item category                  | Description of SEMF, Vessel, Equipment, Condition                                                                                                              | Audit response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Auditor      | Communication and Consultation | Have any of the tenant's changed?                                                                                                                              | No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| SEMP         | Communication and Consultation | Have any new tenancy agreements been put in place?                                                                                                             | No, but new berthing and mooring permits were put in place mainly during 2011. Conditions now include a reference to the SEMPs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| SEMP         | Communication and Consultation | If so, have the new tenant agreements or license renewals incorporated appropriate controls / obligations relating to the issues and risks raised in the SEMF? | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| SEMP         | Communication and Consultation | Was the Triennial consultation process implemented as outlined in the original SEMF Section 7.3?                                                               | Auditor viewed documentation showing consultation with TSV, Worksafe and Corangamite CMA as well as correspondence with the Co-op, Yacht club, mooring holders and berthing holders. Also observed 24 Dec 2010 correspondence - Colac Herald advertisement seeking comment on SEMF. Also viewed responses from Worksafe and from Corangamite CMA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 991C (2) (c) | Implement, review, revise      | Has the Port Manager ensured that reasonable steps were taken to implement, review and revise the management plan?                                             | Yes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Auditor      | Site Operations                | Navigation Aids                                                                                                                                                | Nav aids locations haven't changed much but new light installed at starboard entrance to marina.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Auditor      | Site Operations                | After the marine safety act was updated in 2010                                                                                                                | Ranjan, attended a workshop on 15 May 2012 run by TSV to inform waterway managers (including all port managers) on the changes to marine safety act requirements. Auditor viewed letter inviting the port manager to the workshop.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Auditor      | Site Operations                | Have there been any changes to activities or functions at the port?                                                                                            | No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Auditor      | Implement, review, revise      | Have there been any breaches of environment or safety legislation that you are aware of?<br>INCIDENT REPORTS:                                                  | No, but some incidents listed below.<br><br>Several incidents are included in the 2011-12 annual report to DoI. In one incident there was a theft of fuel and after the theft boat lites were set free. In other incidents, navigation lights have failed and on injury occurred when a child was skydiving on the breakwater rocks. The initial incident report itself has a very brief format, but significant incidents such one requiring medical attention at Geelong hospital have additional follow up requirements on an "incident / hazard investigation / reporting" form which allows for more detailed investigation, corrective actions and lessons learnt to be recorded. Auditor was provided with a completed incident report and investigation form for on injury incident that occurred on 7 May, 2009. Additional incident reports were provided for 3 x nav aid failure incidents dated 23Jan13, 11Feb12 and 28Aug12, up Port Manager indicated that DoI is preparing a new format for incident reporting. Another example was observed during the site audit for 14/10/2011 - Boat let go fuel stolen. |
|              | recommendation:                |                                                                                                                                                                | Auditor recommends analysis of incident statistics across all of Victoria's local ports, to inform revisions to risk scoring and risk registers as well as re-evaluation of controls and their effectiveness across all local ports.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| SEMP         | Implement, review, revise      | Has there been an internal staff risk assessment session?                                                                                                      | Yes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| SEMP         | Implement, review, revise      | Has the SEMF been reviewed annually?                                                                                                                           | Almost annually, from 2009 onwards, advice from DoI was not to update SEMF until new ministers guidelines and changes to the act and SEMF process was being discussed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| SEMP         | Site Operations                | Has a Port Operators Manual been prepared?                                                                                                                     | Yes, sighted. Last revised April 2008, currently being updated.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

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| Reference            | Item category             | Description of SEMP, VMS, VMSI, Environment, Contention                                                                                                            | Audit response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SEMP                 | Implement, review, revise | Is there a procedure or schedule for updating the regulatory compliance register?                                                                                  | The legal register is apparently updated each time the SEMP is updated. However, the "HSE Lawguder" subscription that was apparently in place for some years between 2008 and the current audit has been discontinued. <b>Auditor recommends that a reliable means of updating the regulatory compliance register, such as a subscription to a third party, provided of legal and regulatory updates be reinstated.</b>                                                                                                                                                  |
| SEMP                 | Implement, review, revise | Has an audit procedure been prepared that outlines the methodology for the audits and reviews, including a triennial review?                                       | Yes, Safety and Environment Audit Procedure was sighted during desktop review.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Auditor              | Implement, review, revise | In reviewing the SEMPs, has any consideration been given to the potential implications of future climate change-related sea level rises or extreme weather events? | Yes, the Port Manager representative indicated that "All future major upgrade works to take into account the effects of climate change".                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Certification Report | Implement, review, revise | Has a long term dredging management plan been prepared?                                                                                                            | Yes, CHD October 2007.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Certification Report | Implement, review, revise | Have standard procedures, JSEAs and/or an induction process been implemented for the slipway?                                                                      | Yes, induction Handbook for contractors and harbour users 2013.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| SEMP                 | Hazards and Risks         | Have there been any medium to extreme risk incidents or near misses?                                                                                               | There was an incident prior to the last audit when someone fell and hurt themselves on the slipway and was hospitalised. This was in 2008 or earlier. A boat capsized in about 2010 or thereabouts. Another incident when someone cut their thumb and went to hospital, required stitching.                                                                                                                                                                                                                                                                              |
| SEMP                 | Hazards and Risks         | If so, have they been recorded and managed through an incident reporting process / procedure?                                                                      | Incident reports and correspondence were sighted for both incidents detailed above.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| SEMP                 | Implement, review, revise | Review existing material, formalise communication channels with MSV and develop a communication strategy in unison                                                 | The port manager indicated that a new strategy is being pursued with TSV but no evidence was observed of progress with this action.                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| SEMP                 | Implement, review, revise | Establish a patrol strategy with Victoria Police and maintain a regular Port safety patrol of all port facilities and waters                                       | Port Manager wrote to Apollo Bay police and they now patrol the harbour. Auditor viewed correspondence from Jan 08.                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| SEMP                 | Emergency Management      | Develop Emergency Management Plan and implement training program.                                                                                                  | Auditor observed a summary of employee training records on the computer screen. Port Manager indicated that oil spill / marine pollution training had been attended by some but there was no mention of oil spill contingency training in the records observed. Port Manager also indicated that fire and emergency drills had been carried out at the port and on some vessels in accordance with marine regulations. Auditor observed completed fire drill check lists from 20Jan2011 and 20Jun2012, but no evidence of attendance to oil spill training or exercises. |
| SEMP                 | Implement, review, revise | Review slipway (slipping) procedures and continue to educate users. Achieve consistency across sites                                                               | <b>It is recommended that training in the emergency management plan and practice drills, be implemented so that personnel understand the roles that they need to play in the event of an emergency. In addition a schedule should be established for training equipments, that should include refresher training in oil spill contingency and safety and environment training as required.</b>                                                                                                                                                                           |
| SEMP                 | Implement, review, revise | Review procedures and maintenance program; introduce training program and competency assessment                                                                    | An application for using the slip way and launching was sighted. The auditor viewed procedures and induction documentation.                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| SEMP                 | Implement, review, revise | Review procedures and maintenance program; introduce training program and competency assessment                                                                    | See above.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

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| Reference | Item category             | Description of SEMP requirement / condition                                                                                                   | Audit response                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SEMP      | Hazards and Risks         | As part of application, conduct risk assessment of activities requiring a permit and further investigate an awareness program                 | A maintenance routine is in place with weekly and monthly checklists, procedures have been written (e.g. Working at heights) and permits are issued for using the slipway and for berthing and moorings. A recommendation from the VMA audit was for a hot work permit system to be established and implemented for hot works. If this is not already in place, the auditor concurs with the recommendation to establish and implement permitting for hot works. |
| SEMP      | Implement, review, revise | Develop and implement a Wharf Wheel Loading Specification and Site Management Plan                                                            | Port Manager indicated that this is a work in progress. That an engineer had provided recommendations and that signage was now required for wharf wheel loadings.                                                                                                                                                                                                                                                                                                |
| SEMP      | Implement, review, revise | Conduct extensive survey of waterways                                                                                                         | A hydrographic survey is conducted annually. A copy of the 2011 survey was provided to DoI as part of the annual report for 2011-12.                                                                                                                                                                                                                                                                                                                             |
| SEMP      | Site Operations           | Develop Safety Boating Charts                                                                                                                 | A boating guide was sighted and hydrographic survey from 2011, but no specific boating charts. Port Manager indicated that the boating charts task was in progress but not completed.                                                                                                                                                                                                                                                                            |
| SEMP      | Implement, review, revise | Contract professional auditing services to review and certify the Safety Management Plan                                                      | Yes.                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| SEMP      | Implement, review, revise | Conduct Safety and Environmental Management Plan awareness training for all relevant personnel                                                | Only a small team and are all aware of the SEMP and have been inducted. Auditor observed training registers for some port personnel and the registers made no mention of SEMP inductions. <b>Auditor recommends that port personnel be trained in the content and requirements of the SEMP and in emergency training such as oil spill contingency.</b>                                                                                                          |
| SEMP      | Implement, review, revise | Contract professional services or employ a permanent person to facilitate the development and implementation of the Safety Management Plan    | This is completed with assistance from Wendy.                                                                                                                                                                                                                                                                                                                                                                                                                    |
| SEMP      | Implement, review, revise | Develop standard operating procedures for key activities in the slipway including spray, painting and working at heights, JSEA etc.           | "Port Operating Procedures Manual" was sighted.                                                                                                                                                                                                                                                                                                                                                                                                                  |
| SEMP      | Implement, review, revise | Review lease agreements and licenses when due, and update to include environmental and safety provisions                                      | Done. Example berthing and mooring holder permits were shown to the auditor. The Co-op lease is not due for renewal in the immediate future so requests for SEMP compliance are limited to requests by correspondence, rather than imposing contractual obligations under a leasehold arrangement.                                                                                                                                                               |
| SEMP      | Implement, review, revise | Develop and implement a Port Waterways Environmental Management Plan in conjunction with relevant agencies                                    | Done. Copy provided to auditor.                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| SEMP      | Implement, review, revise | Develop and communicate an education strategy to inform port users of port facilities, waste management, navigation rules, anchoring location | Yes. The Co-op O'way Shire communication Plan is used. (copy was sighted). Letter advising of SEMP requirements was sighted. Harbour Induction Brochure is developed. (Copy to be e-mailed). Induction provided at the harbour office.                                                                                                                                                                                                                           |
| SEMP      | Implement, review, revise | Establish and maintain regular environmental inspections of all port facilities and waters                                                    | There is scheduled maintenance and inspection carried out via checklists. Auditor was shown several example checklists.                                                                                                                                                                                                                                                                                                                                          |
| SEMP      | Implement, review, revise | Review and establish procedures and protocols for effective management                                                                        | Yes, as above.                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| SEMP      | Site Operations           | Maintenance dredging                                                                                                                          | Carried out as required. Environmental and safety management are controlled for these operations.                                                                                                                                                                                                                                                                                                                                                                |

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| SEMP    | Item category                  | Department / SEMP / Audit / Requirement / Condition                                                                   | Notes / Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------|--------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SEMP    | Implement, review, revise      | Capital Dredging Environmental Effects Study (State and Federal Permits)                                              | N/A. No capital dredging occurs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| SEMP    | Emergency Management           | Apply Council Emergency Management Plan and implement port procedures                                                 | Yes, see above.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| SEMP    | Implement, review, revise      | Develop and incorporate environmental criteria into leases, agreements, permits and licences                          | Yes, see above.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| SEMP    | Implement, review, revise      | Contract professional auditing services to review and certify the Safety and Environmental Management Plan            | Yes, see above.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| SEMP    | Hazards and Risks              | Undertake a hazardous materials audit (including asbestos) on any building to be demolished                           | No buildings were demolished. The last Audit was conducted in November 2002. <b>Auditor recommends that a hazardous materials audit be conducted every 5 years.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| SEMP    | Communication and Consultation | Have leases been renewed for the Fishermen's Co-op and Sailing Club as scheduled in the SEMP?                         | Yes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| SEMP    | Communication and Consultation | Were any conditions relating to the SEMP or environment / safety management included in the new leases/terms?         | Yes. Operated by Fishermans Cooperative, diesel tank. Fishermans coop leases port land. Some new conditions asked for in writing. In particular regarding compliance with SEMP.<br>(i) A fish freezing works and the disposal to members of fishing requisites. (ii) The preparation, cooking and sale of seafood and associated food products for takeaway or onsite consumption.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| SEMP    | Communication and Consultation | Is the Fishermen's Co-op fuel tank and/or product lines underground? If so, EPA UPSS Management Guideline compliance? | Tank is above ground, double-skinned. New SEMP summary conditions put to Nick Polgeest of Fishermans coop by email on 30 Jan 2013, he's in the process of reviewing. Nigel, under DG Regs the land owner has some responsibility. Ragnari indicated that Brian has tried to pursue improvements from the Coop re - reporting mechanism for the fuel activities. Coloc Orwey has refuelling procedures, sighted by auditor but not dated, registered, authorised or signed. Ragnari confirmed that Co-op has been provided with a copy of the fuelling procedures and has given them some forms of risk assessment and reporting etc. They don't like paperwork. No documented evidence observed to confirm that the Co-op has adopted the refuelling procedures or has it's own safety or environmental management procedures, plan or system in place.<br><br>Port Manager indicated that Fishermans Coop has limited funding and some sensitivity is required in dealing with them. They may need assistance with recording and reporting of compliance and risk management, risk assessment etc. Auditor observed emails recorded on firm system showing correspondence with Co-op re - fuelling, diesel and SEMP. |
| Auditor | Hazards and Risks              | Hazchem signage of the boundary                                                                                       | No hazchem signage was present at the boundary. Response from port manager on previous audit recommendation was that quantities don't warrant signage and worksite inspected and approved no signage during 2008. However no evidence was provided for the Worksite approval and Dangerous Goods Act and regulations have been updated. <b>Auditor recommends hazchem signage of the gate to the port yard as a precautionary approach.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

Apollo Bay AUDIT Checklist ISSUED 15MAR13.MSX

NOTE - Audit recommendations are in bold text.



APOLLO BAY AUDIT CHECKLIST

SITE AUDIT CONDUCTED 11 FEB 2013  
DESKTOP COMPLETION OF AUDIT 11 FEB TO 15 MAR 2013

PAGE 13 OF 13

| Reference | Item category     | Description of item / equipment / condition | Audit response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------|-------------------|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Auditor   | Hazards and Risks | Machinery hazards                           | Guarding and emergency stop buttons were present on machinery. The bench saw would appear to be one of the more hazardous machines at the port and although it had guards in place the nature of the machine is such that the blade must be exposed to allow cutting. <b>If not already in place the auditor recommends specific work instructions, training, dedicated JSEAs and access only to trained personnel for the use of workshop machinery and in particular for the use of the bench saw.</b> The auditor understands that similar precautions, restrictions and appropriate licenses are applied for the use of the crane and operation of the slipway but the auditor did not confirm these precautions for workshop machinery.<br><br>A completed pre-start maintenance checklist was observed for the mobile crane.<br><br>One test tag for electrical equipment was past its due date for the next inspection - August 2012. Others were due on 15 February 2013 in a few days time.                                                                                                                                                                                                                                     |
| Auditor   | Hazards and Risks | Chemical storage                            | Not all chemicals and drums in the yard were stored on banded pallets. The port manager should ensure that all materials are banded and covered appropriately.<br><br>Not all chemicals, flammable goods and dangerous goods were stored separately from non-flammable goods or in dedicated dangerous goods cabinets etc.<br><br>Port Manager indicated that this wasn't necessary due to the small quantities. Quantities observed by the auditor included plastic fuel containers with combined capacity to hold more than 100L, kerosene (ins totaling more than 75 litres), oils & greases 100L +, waste oil drums 800L +, 2 x acetylene bottles etc. Regardless of the outcome of a qualitative risk assessment, the risk can no doubt be reduced by providing an excess capacity of shelving, shedding, dangerous goods cabinets, covered banded areas and neat storage areas. <b>Auditor recommends improved storage and shelving facilities, separation of flammable and dangerous goods and improved general storage practices for paints and other chemicals, including dedicated DG Act compliant dangerous goods storage cabinets. Regardless of the quantities, this would seem an appropriate precautionary approach.</b> |
| Auditor   | Hazards and Risks | Housekeeping, slip and trip hazards         | Disused containers, batteries, hoses, plastic berthing and other materials were inappropriately stored or disposed of, representing poor housekeeping and slip, trip or fire hazards. <b>Auditor recommends a substantial clean up of the yard and removal of disused materials empty containers and other waste materials. Ongoing diligence and clean ups should be scheduled to ensure that, after the initial clean up, disused materials continue to be appropriately disposed of and housekeeping maintained in the future.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Auditor   | Hazards and Risks | Berthing ladders and chains                 | Berthing ladders had chains to prevent fall back at locations where there was falling either side.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

Audit of Port Safety and Environment Management Plan, Port of Apollo Bay



## **ATTACHMENT 2: STAKEHOLDER CHECKLIST**

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PORT OF APOLLO BAY  
QUESTIONS FOR TENANTS, LICENSEES, STAKEHOLDERS

SEMP AUDIT PERFORMED 11 FEB 2013

PAGE 1 OF 2

| Reference                          | Description of SEM Audit Requirement / Question                                                                                                                                                                                | Audit Response                                                                                                                                                                  |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>STAKEHOLDER 1:</b>              | Name: Mr Anton Tibbits<br>Representing: Apollo Bay Sailing Club<br>Phone: 0418572674                                                                                                                                           | Mr Anton Tibbits was contacted on 29 February 2013.                                                                                                                             |
| 591 C(2)b and the Audit Guidelines | Do you have any concerns or is there anything you would like to tell the Port Manager or Auditor about safety or environmental matters in the port area you operate, or throughout the Port overall?                           | to discuss 'hordstonds' for the sailing club, to improve safety in relation to traffic.                                                                                         |
|                                    | Has the Port Manager consulted your organisation about any safety and environmental matters, including the existence of a Society and Environmental Management Plan?                                                           | Yes, Apollo Bay Sailing Club have received a copy of the SEMP.                                                                                                                  |
|                                    | Does your organisation have any interaction or contact with the Port Manager about safety and/or environmental issues?                                                                                                         | Discussions about safety covering the area where the sailing club is ongoing. Chairs to restrict cars from driving on the foreshore was discussed with Apollo Bay Sailing Club. |
|                                    | Can you briefly describe the key aspects of your approach to managing Society and Environmental Matters for your own activities?                                                                                               | Apollo Bay Sailing Club have a Society officer, weekly briefing with society officer and sailors to discuss current weather and environmental conditions.                       |
|                                    | Would you like the opportunity to meet or discuss safety and environmental matters in more detail with the Port Manager?                                                                                                       | Not required. Port Manager is easy to approach.                                                                                                                                 |
| <b>STAKEHOLDER 2:</b>              | Name: Nick Poligeest<br>Representing: Apollo Bay Fishermans Co-op<br>Phone: 0448 853324                                                                                                                                        | Nick Poligeest was contacted on 7 March 2013.                                                                                                                                   |
| 591 C(2)b and the Audit Guidelines | Do you have any concerns or is there anything you would like to tell the Port Manager or Auditor about safety or environmental matters in the port area you operate, or throughout the Port overall?                           | Happy with the way the Port is currently operating.                                                                                                                             |
|                                    | Has the Port Manager consulted your organisation about any safety and environmental matters, including the existence of a Society and Environmental Management Plan?                                                           | Not in great detail, Nick has just received the SEMP for the first time and is currently reading through it. He was aware of it before that though.                             |
|                                    | Does your organisation have any interaction or contact with the Port Manager about safety and/or environmental issues?                                                                                                         | Nick mentioned that he has had contact with the Port Manager regarding the flooding boom (in case of diesel spills)                                                             |
|                                    | Can you briefly describe the key aspects of your approach to managing Society and Environmental Matters for your own activities?                                                                                               | Conducts work in accordance with their safety and environmental regulations.                                                                                                    |
|                                    | Would you like the opportunity to meet or discuss safety and environmental matters in more detail with the Port Manager?                                                                                                       | Nick indicated that he feels that the current communication is sufficient.                                                                                                      |
| <b>STAKEHOLDER 3:</b>              | Name: Senior Sergeant Steve Towers<br>Representing: Water Police Victoria<br>Email: steve.towers@police.vic.gov.au<br>Has O/C/Water Police/Search and Rescue been consulted in the development and implementation of the SEMP? | Steve Towers was invited to comment in regards to the operation, implementation and management of the Society and Environmental Management Plan on 12 March 2013.               |
|                                    | Has O/C/Water Police/Search and Rescue been consulted or communicated with the Port Manager in regards to any other safety or environmental matters for any of these ports?                                                    | No                                                                                                                                                                              |

Apollo Bay Skindiv Checklist ISSUED 15MARR13.klx

NOTE - Audit recommendations are in bold text.



PORT OF APOLLO BAY  
QUESTIONS FOR TENANTS, LICENSEES, STAKEHOLDERS

SEMP AUDIT PERFORMED 11 FEB 2013

PAGE 2 OF 2

| REFERENCE             | DESCRIPTION of SEMI Audit Requirement / Question                                                                                                                                                                                                                                | Audit Response                                                                                                                                                                |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                       | Have Safety and Environmental Management Plans (SEMPs) made available to you?                                                                                                                                                                                                   | No                                                                                                                                                                            |
|                       | Do you know the location of the office where the copies of the SEMPs are held?                                                                                                                                                                                                  | No                                                                                                                                                                            |
|                       | Comments:                                                                                                                                                                                                                                                                       |                                                                                                                                                                               |
| <b>STAKEHOLDER 4:</b> | <p>Name: Geoffrey Swanton<br/>                     Representing: Transport Safety Victoria<br/>                     Email: Geoffrey.Swanton@transport.safety.vic.gov.au<br/>                     Has TSV been consulted in the development and implementation of the SEMPs?</p> | <p>Geoffrey Swanton was invited to comment in regards to the operation, implementation and management of the Safety and Environmental Management Plan on 12 March 2013.</p>   |
|                       | Has TSV been consulted or communicated with the Port Manager in regards to any other safety or environment matters for any of these ports?                                                                                                                                      |                                                                                                                                                                               |
|                       | Have Safety and Environmental Management Plans (SEMPs) made available to you?                                                                                                                                                                                                   |                                                                                                                                                                               |
|                       | Do you know the location of the office where the copies of the SEMPs are held?                                                                                                                                                                                                  |                                                                                                                                                                               |
|                       | Comments:                                                                                                                                                                                                                                                                       |                                                                                                                                                                               |
| <b>STAKEHOLDER 5:</b> | <p>Name: Mr Shanti Jayomome<br/>                     Representing: Work Safe Victoria<br/>                     Email: shantil.jayomome@worksafe.vic.gov.au<br/>                     Has TSV been consulted in the development and implementation of the SEMPs?</p>              | <p>Mr Shanti Jayomome was invited to comment in regards to the operation, implementation and management of the Safety and Environmental Management Plan on 13 March 2013.</p> |
|                       | Has Worksafe been consulted or communicated with the Port Manager in regards to any other safety or environment matters for any of these ports?                                                                                                                                 | No                                                                                                                                                                            |
|                       | Have Safety and Environmental Management Plans (SEMPs) made available to you?                                                                                                                                                                                                   | No                                                                                                                                                                            |
|                       | Do you know the location of the office where the copies of the SEMPs are held?                                                                                                                                                                                                  | No                                                                                                                                                                            |
|                       | Comments:                                                                                                                                                                                                                                                                       |                                                                                                                                                                               |

Audit of Port Safety and Environment Management Plan, Port of Apollo Bay



## **ATTACHMENT 3: PORT MANAGER COMMENTS**

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**Comments to the Draft Audit Report –  
Port of Apollo Bay Safety & Environment Management Plan (SEMP)  
by Landserv Environment  
Ranjani Jha – Port of Apollo Bay  
19 March 2013**

**General comments**

In general the recommendation of the Auditor is found to be beneficial and will contribute to increased safety in Port operations.

Some general comments are made on SEMP as follows:

In past there used to be a funding for the implementation of SEMP process but this funding has not been continued with resulting in use of funding from other budget allocations and creating funding constraints.

DoT should continue with routine SEMP implementation meetings for all Local Ports to discuss the progress achieved and reporting on an ongoing basis. The progress should be measured at regular intervals.

A SEMP coordinator needs to be appointed for assisting all Local Ports with preparation of action Plans, compiling progress reports, pursuing high priority actions etc so that steady progress is achieved throughout the year and during the life cycle of SEMP. Support is also required in the areas of SEMP Policy Review and the formation of new policies.

SEMP training needs should be identified for all Local Ports and a training program put in place by DoT. Provision of training in groups may prove more cost effective.

Regular bulletins should be provided by Local Ports Division, DoT and TSV on Port Rules and Regulations as required from time to time. Open channels of communication should be established with TSV. The implementation of changes arising as a result of Marine Act 2010 should be driven by DoT through a systematic action plan.

In past discussions have been held on benefits of sharing of knowledge between Local Ports. In the same context a Risk Library was prepared for ready reference. Such good initiatives should be continued with through establishment of a Local Ports web site.

The implementation of recommendations of the audit report will require additional funding and resources. Perhaps the high priority actions need to be identified and dealt with on priority basis prior to attending to medium and low priority items.

Based on Local Ports Asset Management Plan a long term capital works program should be developed addressing foreseeable risks and priorities together with funding commitments. If capital works upgrade projects are undertaken in a timely manner it will automatically eliminate a number of safety risks in a proactive manner and will compliment the SEMP.

**Responses to Auditor's recommendations:**

- Recommendation 3 – Port of Apollo Bay Emergency Management Plan and Integration with the Colac Otway Shire Municipal Emergency Management Plan (MEMP) – discussions have taken place with the Municipal Emergency Manager

(MEM) regarding reference of POAB Emergency Management Plan into MEMP and the possibility of attaching the POAB Emergency Management Plan to the appendix of MEMP. It has been indicated by the MEM that there is a need for a Coordinator from Port side for coordinating various emergency activities at the time of emergency, such as the emergency response, the precautionary measures, the possibility of shifting of vessels to another safe location, advance warning system, post disaster resource management, post disaster rehabilitation measures, assessment of impact, insurance claims etc. It is felt that in the case of an extreme emergency the damage will be significant and there is a need for DoT to consider the Emergency Management role at a broad level. DoT may have to write to Council's Management asking for incorporation of Port Emergency Management Plan with MEMP considering it will be a high level decision impacting on resources and expertise. There could be a possibility of appointing an Emergency Management Coordinator for all the local Ports who could assist with proper planning, preparation of resource registers, conducting of necessary drills and emergency exercises etc. This area requires further consideration on how it can be best managed for all the local Ports.

- Recommendation 7 – In response to the recommendation that the POAB personnel be trained in the content and requirements of the SEMP. Initiatives have already been taken for provision of a computer at the POAB office with access to all SEMP related documents and induction PowerPoint presentations etc.
- Recommendation 10 – Regarding development of KPI to achieve, maintain and adopted maximum number of high residual risk reserves (based on current and required controls) – it may be useful if this aspect is further clarified. The acceptable level of residual risk should be discussed at future Port Manager's meetings for agreeing to mutually agreeable parameters.
- Recommendation 13 – Regarding Port users, tenants and surrounding community developing familiarity with POAB Emergency Management Plan – please refer to the comments made earlier in response to Recommendation 3.
- Recommendation 14 – Regarding exploring means for regularly reviewing the legal register is reinstated to ensure that regular updates of the legal register are being carried out – agree with the Auditor. It is felt this role can be centralised for cost effectiveness and greater efficiency. Regular updates should be provided to all Port Managers on any key changes and at the end of the year all changes for that year should be compiled and provided.
- Recommendation 16 – Regarding POAB Emergency Management Plan – as explained before the linking of POAB Emergency Management Plan with the Colac Otway Shire MEMP will impose further burden on the Emergency Management Committee. The Committee is currently grappling with the emergencies posed due to fire, stormwater flooding, major accidents and disasters etc. The preliminary discussions with the MEM has indicated that the possibility of engaging a Coordinator at the Port level should be explored so that the Coordinator can become the conduit between the Port and Emergency Management Committee in event of any emergency taking place. The POAB Emergency Management Plan will prove effective only if proper planning is put in place and emergency drill exercises are conducted to test the Plan. As recommended above there will be a need for appointment of an Emergency Management Coordinator for all Ports in a centralised manner.

- A study should be conducted on affects of Global Warming and sea level rise assessing impacts on existing Port infrastructure and identifying areas of risk. There will be benefit in undertaking this study jointly for all local ports. The study should also provide recommendations for managing the identified risks.
- Recommendation 20 – Regarding storage of dangerous goods – the Team Leader POAB has advised the Port Manager that the dangerous goods stored at the Port store is limited in quantity therefore a “Hazchem” sign would not be required, however the recommendation of Auditor will be taken on board and attention will be paid to safer storage of the inflammable and dangerous goods. The ideal time to upgrade the store facility would be at the time of implementation of Apollo Bay Harbour Masterplan developmental works but in the interim measures will be taken for improved signage and storage.
- Recommendation 24 – Regarding reliable means of updating the regulatory compliance register – This recommendation appears to be same as Recommendation 14.
- Recommendation 25 – Regarding preparation of 2012-2013 Annual Report in accordance to Ministerial Guidelines - It may be beneficial if further advice is provided by DoT as to the preferred template of the Annual Report and the contents that will be required for complying with Ministerial Guidelines. Perhaps it would be advantageous to prepare a simplified version of Ministerial Guidelines on SEMP for ready reference by Port Managers.

Audit of Port Safety and Environment Management Plan, Port of Apollo Bay



## **ATTACHMENT 4: DOT LOCAL PORTS AND MARINE COMMENTS**

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|            |                                                                                                                                                                                                                                                                                                     |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Apollo Bay | DOT was not provided with Colac Otway Shire's response to the audit recommendations<br><br>Rec 9 - DOT intends to hold a full day workshop with port managers during April 2013 to discuss and implement SEMP audit findings, including a dedicated session on KPI development and annual reporting |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Prepared by Marcus Higgins, Department of Transport  
Date 27 March 2013





Colac Otway

SHIRE

*Naturally Progressive*

## **Port of Apollo Bay**

# **Safety and Environment Management Plan**



**Document Title:**

Safety and Environment Management Plan for Port of Apollo Bay

**Disclaimer**

Every effort has been made to ensure that all information contained in this management plan is correct and accurate. Colac Otway Shire does not guarantee that this plan is without any emissions or errors and therefore disclaims any liability for any errors, loss or other consequence, which may arise from the use of any information within this document.

**Authorization for Revisions**

The Port Manager is the authorized officer for determining revisions to this plan.

**Document Status and Record:**

| Revision Code | Date Revised | Sections Revised                                                                                              | Author     | Amended By  | Verifier   |
|---------------|--------------|---------------------------------------------------------------------------------------------------------------|------------|-------------|------------|
|               | May 2005     |                                                                                                               | D. Keating | D. Keating  | D. Keating |
| Draft 1       | 14.06.05     | 1.2, 1.3, 1.4, 1.6, 2.1, 2.3, 3.1, 3.2, 4.1, 4.2, 5.9, 5.11, 6.3, 7.2                                         | D. Keating | P. Marshall | D. Keating |
| Draft 2       | 29.08.05     | 5.9, 5.10, 6.1, 6.2, 7.4                                                                                      | D. Keating | D. Keating  | P.Marshall |
| Final         | 28.09.05     | Appendices III, VI, VII                                                                                       | D. Keating | P. Marshall | P.Marshall |
| Version 1     | 26/07/07     |                                                                                                               | D. Keating | R. Jha      | R. Jha     |
| Version 2     | 25/6/08      |                                                                                                               | D. Keating | R. Jha      | R. Jha     |
| Version 3     | 10/12/10     | 1.6, 2, 3.2, 3.7, 4, 5.1, 6.1, 6.2, 6.3, 7.2, 9, 10, Appendix 6                                               | D. Keating | W. Thorpe   | R. Jha     |
| Version 4     | 24/1/13      | 1.2, 1.4, 2, 2.1, 2.3, 3.5, 4.2, 5.1, 5.2, 5.7, 5.8, 5.9, 5.10, 5.11, 6.1, 6.2, 7.1, 7.2, 8, Appendices IV, V | D. Keating | W. Thorpe   | R. Jha     |
|               |              |                                                                                                               |            |             |            |

PORT OF APOLLO BAY

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**SAFETY AND ENVIRONMENT  
MANAGEMENT PLAN FOR THE  
PORT OF APOLLO BAY**

*Prepared by*

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PORT OF APOLLO BAY  
 SAFETY AND ENVIRONMENT MANAGEMENT PLAN

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*PORT OF APOLLO BAY SAFETY AND ENVIRONMENT MANAGEMENT PLAN*

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## 1. Summary

### 1.1 Aim of the Safety and Environment Management Plan (SEMP)

The aim of this Safety and Environment Management Plan (SEMP) is to present an integrated system for managing and improving environmental and safety performance at Port of Apollo Bay and to promote best practice safety and environment risk management across all aspects of port activities.

Beneficiaries of the plan will be port employees, users, visitors and the wider Victorian community.

### 1.2 Description of the Port and Key Activities

The Port of Apollo Bay encompasses an area of 19 ha. The current configuration of the port was completed in 1952 and is enclosed by a main breakwater and a smaller lee breakwater. The location and defined area of the port is presented in the plan attached as Appendix 5.

A 28 pen marina is located adjacent to the lee breakwater. All swing moorings are located in the south eastern section of the port, and a 35 tonne slipway is located in the south western corner of the port. Port staff carry out slipping and proper anchoring, and arrange scaffolding for vessels in dry dock.

Almost 40% of the water area enclosed by the breakwater is shallow due to the presence of a limestone reef and is not available for mooring. Boats are guided through little Henty Reef to the port vicinity by the aid of lead lights located on land at Skenes Creek and another set of lead lights guide the boats into port. Checking the daily operation of the navigation lights is the responsibility of Port staff.

The land on which the Apollo Bay Fisherman's Co-operative is located is leased to the Co-operative and the Co-operative also operates the fuelling facility, a redevelopment of which was undertaken in 2002/03.

A public boat ramp and landing jetty is located inside the port.

A depot facility is located in the Port for management and maintenance functions.

During 2001/02 a small portable public toilet/shower facility was provided for public amenity. This facility is still in operation.

Colac Otway Shire Council has been appointed Port of Apollo Bay Port Manager.

The majority of buildings, jetties and wharfs are located within an area of the Port as defined in Appendix 5. There are a number of small storage buildings on the site, including an office workshop and two small sheds. Buildings are all small single level comprising a combination of timber, steel and masonry construction.

One of the small buildings contains minimal quantities of dangerous goods, mostly oils. This is within the minor storage quantities requirements of the

dangerous goods Regulations. There is a diesel fuel storage tank of about 20,000 litre capacity in the wharf area.

The port consists of the main wharf and breakwater and incorporates marina facilities berths which are leased to members of the public through annual licences. It also includes a slipway, public boat ramp, dredge, mobile crane, light truck, car, tender boat for the dredge, 350 meters of dredge line and the causeway structure itself which extends from the harbour area into the Bay.

Navigational aids, including the beacons at the mouth of the causeway, are also within the care of the harbour operations.

A slipway waste interceptor collection facility, adjacent to the slipway, became operational in 2002/03.

The port operations include dredging, wharf and breakwater repairs and other maintenance, slipping, maintaining navigational aids, care of the breakwater, and maintenance and operation of Port equipment such as the dredge. As detailed in further sections of this plan, the dredge and its operation is a critical aspect of the Port's operations due to the ongoing sand silting of the Port's entrance and surrounds.

The commercial operations carried out from the harbour include mooring for commercial fishermen, slip usage and mooring for vessels in the marina. The general public activities carried out within the boundaries of the Port of Apollo Bay include recreational boating, walking and fishing from wharfs/jetties and walking along the banks of the breakwater.

The Port of Apollo Bay employs four staff namely the Harbour Team Leader and three assistants, all of whom are attached to the Colac Otway Shire's Infrastructure & Services Department. To undertake dredging safely and efficiently a minimum of three staff are required to operate the dredge, leaving only one staff member to attend to all other duties including administration. Additionally, when the erection of scaffolding at the slipway/dry dock area is required a minimum of two staff are required for this task. Consequently, staff resources are currently limited. However, a number of other specialist activities require the engagement of contractors and occasional casuals. The port takes fees for commercial vessel mooring, private marina mooring, slipway usage and leased buildings and crane hire.

Dredging is the major operation carried out in the harbour due to significant sand silting particularly at the Port entrance. Port staff use a vertical sounder to determine depth before dredging and a hydrographic survey is carried out on a regular basis. The latest survey was conducted in 2012.

Wharf repairs are carried out on a 'scheduled' and 'as needed' basis. Some major operations, for example structural repairs to the main breakwater wall and wharf reconstruction works, are contracted out on a tender basis

The slipway is maintained and operated by the Port Team Leader. The slip underwent an almost total rebuild in 2010 – 2011, only the original winch remained. Slipway settings are recorded per boat in a register for regular users. Once a vessel is secured in the dry dock, the boat owner is given a set of keys for the enclosure and is responsible for all works carried out. Some equipment,

such as scaffolding, owned by the Port is available for usage by the vessel owner, after placement and erection by Port staff.

The navigational aids for the Harbour include the beacons located on top of the breakwater and two navigational beacons located at Skenes Creek at Evans Lookout and near the Great Ocean Road. Major aspects of the additional navigational aids are maintained on a formal schedule including a daily check for correct operation of an evening. Lumination controls are inspected every six to eight months with lights replaced as required. In addition, any obvious faults are noted by commercial vessel users who inform the port as soon as practicable. The rock wall warning light is serviced on a monthly basis.

In recent years, the Fisherman's Landing was reconstructed and the main breakwater was strengthened. The upgrade of the East End Jetty and replacement of timber marina with floating marina was accomplished in 2008 and has significantly improved the public safety issues.

### **1.3 Major Tenants, Licensees and Service Providers**

The Port of Apollo Bay's major tenant operating under a formal lease arrangement is the Apollo Bay Fisherman's Co-operative Society Ltd. The Co-operative (or Co-op) occupies a building on port land and also operates the port's fuelling facility under a licence agreement. The Co-op exists to service the commercial fishing fleet which operates from the port. Services to the fleet include refrigerated storage provision, unloading and consigning facilities and some marketing, administrative and political support services. The Co-op also acts as a fresh fish and crayfish exporter and wholesaler as well as providing a small retail outlet. In 2010 the lease was extended for a period of 5 years with SEMP conditions incorporated into the lease agreement and request made for Risk Management and Environmental Management Plans.

A commercial fishing fleet operates from the port and the Apollo Bay Fishing and Adventure Tours business occupies a permanent berth at the port wharf. The Apollo Bay Sailing Club occupies clubrooms within the port under a licence agreement.

The commercial operations carried out by the port include mooring for commercial fishermen, slip usage and mooring for vessels in the marina. The general public activities carried out within the boundaries of the Port of Apollo Bay include recreational boating, walking and fishing from wharfs/jetties and walking along the banks of the breakwater.

### **1.4 Significant Safety Hazard and Environmental Impact Risk Contributors and Associated Controls**

The Port of Apollo Bay has used the SEMP process to identify safety hazards and environmental impacts that occur within the port area. In the first versions of the management plan, the SEMP identified a great many possible risks to safety and environment. In this version, a new approach has been taken to properly reflect the day to day operation of the port; the actions of staff, commercial operators and the visiting public and to make the SEMP more suited to perform as the management tool it was designed to be.

The hazards and impacts identified are associated with all aspects of the port activities. The most significant risk has both safety and environmental implications and relates to the ongoing sand silting of the port's entrance and surrounds. Without continuous dredging at certain times of the year the port entrance would become untraversable and silt accumulation would result in altered tidal patterns for the port surrounds and environment. Additional safety hazards include potential for strong currents and water turbulence, inclement weather, navigational and seamanship inexperience or carelessness and slips, trips and falls.

The most significant environmental risks concern dredging, wastes or contaminants entering the port area and the current infestation of the marine pest, *Undaria* (Japanese Kelp).

A number of measures have been identified to control hazards and impacts such as a Port Waterways Environmental Management Plan, a Waste Management Plan, a Port Waterways Safety Management Plan, a slipway user's induction, education strategies, environmental and safety patrols and ongoing monitoring regimes. There is an ongoing *Undaria* removal program that is attempting to contain the marine pest within the harbour. This involves volunteer and professional divers removing *Undaria* by hand. The Port of Apollo Bay is working closely with Department of Sustainability and Environment and Parks Victoria on this issue.

The remainder of significant safety hazards and environmental impacts refer generally to emergency situations such as collisions with other boats and infrastructure, explosions and fire, alteration or disturbance of coastal processes, and a lack of planning, training, auditing and inadequate / insufficient local knowledge / experience.

The measures listed to control these hazards and impacts include the above mentioned plans and strategies as well as a Long Term Dredging Management Plan developed in 2009 and establishment of safety and environmental management criteria for permits, licences and lease agreements and the establishment of safety boating charts.

All these proposed controls are additional to or enhancements of existing controls and together these measures will improve safety hazard and environmental impact risk management.

### 1.5 Triggers for Review

The currency of this SEMP will be maintained through the plan being reviewed annually, prior to the completion of each financial year. The Port Manager also commits to conducting more frequent revisions in response to any medium to extreme incidents or 'near miss' incidents occurring and in response to changes to related key legislation or regulation or changes to port operations, activities or functions.

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### **1.6 Accountable Contact Persons Within Port Organisation**

The accountable contact persons for the Port of Apollo Bay SEMP and for managing queries in relation to the plan are:

Mr Brian Shields  
Harbour Team Leader  
Port of Apollo Bay  
Breakwater Road  
APOLLO BAY VIC 3233  
Ph: 5237 6614  
Mobile: 0418 320 441

Mr Ranjani Jha  
Port of Apollo Bay Manager  
Colac Otway Shire  
PO Box 283  
COLAC VIC 3250  
Ph: 5232 9400  
Mobile: 0427 563 896

For queries:  
Colac Otway Shire Duty Officer  
Hours: 24/7

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*PORT OF APOLLO BAY SAFETY AND ENVIRONMENT MANAGEMENT PLAN*

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## 2. Introduction

In early 2000 the Minister for Ports announced that Professor Bill Russell was to undertake a review of Victorian port reform. The subsequent report, *The Next Wave of Port Reform in Victoria 2001*, recommended a number of changes aimed at improving the efficiency of Victorian ports. The Government's response to the Russell Report was to commit to a range of actions across aspects of port management including safety and environmental management.

The *Port Services Act 1995* (now *Port Management Act 1995*) was amended in 2003 and included in part 6A the requirement for port managers to prepare Safety Management Plans and Environment Management Plans. The Port of Apollo Bay prepared both together in this Safety and Environment Management Plan (SEMP).

The SEMPs were written to be working documents, identifying all significant risks involved in the spectrum of port activities and detailing the Port's actions to control them. This enabled smoother integration of the different safety and environment regulatory regimes that currently apply.

The SEMPs are updated annually and reviewed externally every three years. The Port of Apollo Bay underwent a Department of Infrastructure (now Department of Transport) audit in July 2008 to assess the extent to which the implementation of the management plan achieved the safety and environment management planning objectives set out in the Port Management Act. The next audit will be early 2013.

In July 2010 responsibility for local port management passed from the Department of Sustainability and Environment to the Department of Transport. Colac Otway Shire remained the local port manager for Port of Apollo Bay and the daily operation of the port is overseen by the Harbour Team Leader, Brian Shields.

The Ministerial Guidelines: Port Safety and Environment Management Plans were revised in November 2012 and required the addition of Key Performance Indicators (KPIs) and an annual SEMPs Report from the Port Managers. While these additional tools will enable the Department of Transport to better monitor the port manager's performance on safety and environmental issues, the shortness of the preparation period between the Guidelines release and external audit in February 2013 should be noted. The Port of Apollo Bay has endeavored to meet the additional requirements within the required timeframe.

The Port of Apollo Bay has taken reasonable steps to involve all tenants, licensees and service providers in the SEMPs process as participation of organisations is a key element in the successful development and implementation of the SEMPs.

### 2.1 Port Functions

Colac Otway Shire was appointed under the *Port Management Act 1995* to be the port manager for the Port of Apollo Bay and under this Act has the following functions:

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- To manage the operations of the port, particularly with respect to shipping and boating activities in the port, with a view to ensuring that those operations are carried out safely, efficiently and effectively
- To provide, develop and maintain port facilities, including wharves, jetties, slipways, breakwaters, mooring, buildings and vehicle parks
- To provide, develop and maintain, in accordance with any relevant standards developed by the Director of Transport Safety, navigation aids in the port
- To carry out the functions and powers of a local authority in respect of any State waters within the port
- To provide, develop and maintain, in accordance with any relevant standards developed by the Director of Transport Safety, navigational channels in the port
- To manage the operations of the port, and the construction and operation of port facilities and navigation channels in a manner that minimises the risk of environmental damage
- To participate in the control of marine and land pollution in the port as a relevant statutory authority under the Victorian component of the *National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances*
- To allocate and manage moorings and berths in the port
- To exercise any other functions of the port manager of a local port under the *Port Management Act 1995* or any other Act
- To undertake dredging as per Section 44E of the *Port Management Act 1995*
- To control and direct vessels entering and leaving the waters of the port, including the time and manner of doing so
- To control and direct the navigation and other movement of vessels in those waters
- To control and direct the position where and the manner in which any vessel may anchor or be secured in those waters
- To control and direct the time and manner of taking in or discharging from any vessel of cargo, stores, fuel, fresh water and water ballast in those waters
- To control and direct the securing or removal of any vessel in those waters in, from or to any position the harbour master thinks fit
- Any other functions that are conferred on harbour masters by or under the *Marine Act* or any other Act

The *Port Management (Local Ports) Regulations 2004* give the port manager the power to authorise activities such as:

- Setting aside areas for certain purposes

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- Fuelling operations
- Activities on or adjacent to navigation aids
- Movement of explosives through a local port
- Discharge of explosives or fireworks
- Vehicle access to designated areas
- Commercial or industrial activities e.g. private jetty development over port waters
- Special events e.g. triathlons, yachting regattas and the like
- Electrical installations on port structures
- Mooring and berthing of vessels in local port waters

Port of Apollo Bay is not responsible for:

- Private, commercial, industrial, council or other government agency related infrastructure that may be located within port waters and/or port land.

## 2.2 Port Safety and Environmental Policies

Port of Apollo Bay has introduced a Safety and Environment Policy that incorporates key safety and environment management goals. The Policy states:

*Port of Apollo Bay is committed to operating in a safe manner for the benefit of present and future generations and in a manner that is environmentally sustainable.*

*To achieve this Port of Apollo Bay will:*

- *Establish, maintain and continually improve the Safety and Environment Management Plan for the port and ensure policies, objectives and targets for performance are relevant and appropriate*
- *Meet all applicable safety and environmental legislation, regulations and other requirements to which the organisation subscribes*
- *Conduct activities and operations with the aim to eliminate work-related injuries and illness and which aim to eliminate or minimise waste, prevent pollution, promote efficient use of resources and reduce environmental impacts*
- *Encourage staff, tenants, licensees, service providers and the community to participate in the development and implementation of the Safety and Environment Management Plan; and*
- *Communicate and make available the Safety and Environment Management Plan and Policy to staff, tenants, licensees, service providers and the community.*

*The Port of Apollo Bay also recognises the safety and environmental planning objectives stated in the Port Management Act 1995 S91CA. The objectives are:*

- promoting improvements in safety and environmental outcomes at Victoria's ports; and
- promoting and facilitating the development, maintenance and implementation of systems that enable compliance with the various safety and environmental duties that apply to the operation of the port; and
- promoting an integrated and systematic approach to risk management in relation to the operation of the port.

### 2.3 Port Safety and Environmental Management Objectives, Key Performance Indicators and Annual Report

Port of Apollo Bay has established eight key safety objectives in line to meet the requirements of its policy and to manage the significant safety hazards listed in section 5.7. The objectives are:

1. To undertake or participate in the planning and management of sustainable port safety and environmental outcomes
2. To provide a safe port environment for all users
3. To eliminate work-related injuries and illness arising from its operations
4. To encourage tenants, service providers and the community to eliminate work-related injuries and illness arising from their activities and operations
5. To communicate educate and inform commerce, industry, relevant agencies and the public of port related safety and environmental management issues
6. To encourage tenants, service providers and the community to minimise waste, prevent pollution, utilise resources efficiently and reduce environmental impacts.
7. To prevent or minimize pollution arising from its operations
8. To maintain and continually improve the Safety and Environment Management Plan

The Ministerial Guidelines: Port Safety and Environment Management Plans were revised late in 2012 and required the addition of Key Performance Indicators (KPIs) from the Port Managers. The KPIs will be used by the port managers to assess the extent to which implementation of the management plan achieves the safety and environment management planning objectives set out in section 91CA of the Port Management Act 1995.

The overall effectiveness of this management plan in achieving the safety and environmental performance outcomes will be assessed from 2013 in an annual SEMR report to the Minister and any bodies prescribed by the regulations as directed by the Port Management Act 1995 S91HH.

The KPIs for the Port of Apollo Bay are:

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|    | KPI                                                                                                                                             | Management Strategy                                                                                                                                                                                                                                                                                                                                  |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Allocation of Berthing and Mooring - 90% occupancy or mooring                                                                                   | <ul style="list-style-type: none"> <li>Reallocate vacant berths</li> <li>Check occupancy rates</li> <li>Check documentation                             <ul style="list-style-type: none"> <li>○ Seaworthy Certificate</li> <li>○ Insurance documents</li> <li>○ Operators Licence</li> <li>○ Compliance with SEMP conditions</li> </ul> </li> </ul> |
| 2  | Occupancy of slipway - 90% or more                                                                                                              | <ul style="list-style-type: none"> <li>Maintain slipway booking register</li> <li>Ensure routine maintenance</li> <li>Ensure programmed booking</li> <li>Consider priority for urgent maintenance required</li> </ul>                                                                                                                                |
| 3  | Maintaining safe depth of water at the Harbour entrance by carrying out dredging in a planned and effective manner – 99% of the time or greater | <ul style="list-style-type: none"> <li>Carry out proactive dredging</li> <li>Undertake sounding for estimating depth of water before and after dredging</li> <li>Annual hydrographic survey</li> </ul>                                                                                                                                               |
| 4  | Ensure proper functioning of Navigation Aids – 99% of the time or greater                                                                       | <ul style="list-style-type: none"> <li>Daily inspections</li> <li>Completion of checklist</li> <li>Save checklists in Data Management System</li> </ul>                                                                                                                                                                                              |
| 5  | Timely completion of Incident Form – within 24 hours or next working day                                                                        | <ul style="list-style-type: none"> <li>Complete Incident Report</li> <li>Ensure signature of Port Officers</li> <li>Carry out rectification measures</li> <li>Report to DOT monthly</li> </ul>                                                                                                                                                       |
| 6  | Monthly inspection of assets for preventative maintenance works                                                                                 | <ul style="list-style-type: none"> <li>Carry out inspection and complete checklist</li> <li>Carry out proactive maintenance work</li> <li>Program significant works in future budgets</li> <li>Save all inspection check lists in Record Management System</li> </ul>                                                                                |
| 7  | Annual review of Harbour long term Capital Works Program                                                                                        | <ul style="list-style-type: none"> <li>Apply project priority criteria</li> <li>Consider level of Risk and Risk Mitigation measures</li> <li>Apply for Government funding</li> </ul>                                                                                                                                                                 |
| 8  | Annual performance appraisal for all port staff with an aim to monitor performance and provide necessary training and development opportunities | <ul style="list-style-type: none"> <li>Identify future training requirements</li> <li>Organise training</li> <li>Assess Port training skills enhancement</li> <li>Maintain training records</li> </ul>                                                                                                                                               |
| 9  | Availability of updated Material Safety Data Sheet – 95% of time or greater                                                                     | <ul style="list-style-type: none"> <li>Council’s online MSDS Library to be made available</li> <li>Ensure necessary data is available</li> <li>Ensure regular updating</li> </ul>                                                                                                                                                                    |
| 10 | Reduction in the number of incidents by 5% per year                                                                                             | <ul style="list-style-type: none"> <li>Focus on Risk Minimisation strategies</li> <li>Post incidence investigation and risk alleviation measures</li> <li>Use of safe plant and machinery and protective equipment</li> <li>Training in OH&amp;S area for all staff to be mandatory</li> </ul>                                                       |
| 11 | All future major upgrade works to take into account the effects of climate change                                                               | <ul style="list-style-type: none"> <li>Interact with Planning staff</li> <li>Consider climate change impact in Apollo Bay Harbour Masterplan</li> <li>Special attention in all major projects</li> </ul>                                                                                                                                             |
| 12 | Reduction in the number of water craft incidents by 10% per year                                                                                | <ul style="list-style-type: none"> <li>Check operator’s licence</li> <li>Watercraft condition to be checked on an annual basis.</li> <li>Seaworthy Certificate to be submitted</li> </ul>                                                                                                                                                            |

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|    |                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                                                  | <ul style="list-style-type: none"> <li>■ Liaise with TSA to monitor speed control compliance</li> </ul>                                                                                                                                                                                                                                                                                                                                               |
| 13 | Zero % workplace death due to incidents per year | <ul style="list-style-type: none"> <li>■ Compliance with OH&amp;S Policy</li> <li>■ Ensure adequate signage</li> <li>■ Regular inspection of all assets and vessels</li> <li>■ All infrastructure and assets to be regularly audited</li> <li>■ Traffic control measures</li> <li>■ Control of hoon behaviour (work with Police)</li> <li>■ Monitor and control unauthorised activities, e.g. diving from jetty, walking on breakwater etc</li> </ul> |

**2.4 Role of the SEMP in the Port’s Management of Safety and Environmental Matters**

The role of this plan is to act as an over arching instrument to guide, equip and direct staff, organisations, tenants, licensees, service providers, agencies and community members to fulfil outcomes for effective and efficient safety and environmental management within the Port of Apollo Bay.

The plan does not intend to displace or supersede past or proposed day to day operational activities and documentation such as audits, assessments, controls or other safety and environmental programs. Instead it encapsulates and compliments current and future safety and environmental management practices.

**3. Port Description**

A map of the Port of Apollo Bay, its boundaries and facilities is provided at Appendix 5 of this report.

**3.1 Physical Boundaries and Area of Management**

The Port of Apollo Bay was established in 1952. It encompasses an area of 19 hectares. The port has a harbour enclosed by a main breakwater to the east (constructed in the early 1950’s); a lee breakwater and sheet pile wall to the north east (constructed in 1957); and, on the west, a roadway with retaining wall.

The area of the port also includes coastal waters to the north of the lee breakwater and to the east of the main breakwater and beach areas to the south of the Bunbury groyne as denoted on the map. Additionally the port area includes some natural coastal land and some reclaimed land which is largely utilised for roadways and parking mainly to the southwest of the harbour.

**3.2 Identification and location of Key Tenancies located within the Port Boundary**

The major formal tenancy within the port relates to the Apollo Bay Fisherman’s Co-operative.

The co-operative operates from a building located on port land under a lease agreement with the Department of Transport. The co-operative also operates the port fuelling facility under a licensing agreement with the port manager (Colac Otway Shire).

A fishing and adventure tours business also operates from the port. However, this business pays berthing fees only and is therefore not operating under a contractual tenancy agreement.

Additionally, the Apollo Bay Sailing Club occupies clubrooms within the Port under a licence agreement.

| Name                                           | Facility                                                                     | Year Commenced   | Term     |
|------------------------------------------------|------------------------------------------------------------------------------|------------------|----------|
| Apollo Bay Fishermen’s Cooperative Society Ltd | Fishermen’s Cooperative site (Allotment 20 section 2 Township of Apollo Bay) | 1 July 1995      | 21 Years |
| Apollo Bay Fishermen’s Cooperative Society Ltd | Refuelling Facility                                                          | 18 November 2002 | Ongoing  |
| Apollo Bay sailing Club Inc.                   | Portion of land on foreshore for Club rooms (77.8 m <sup>3</sup> )           | 1 September 2007 | 3 Years  |

### 3.3 Dangerous Goods or Hazardous Materials Storage Facilities

Port of Apollo Bay has no dedicated licensed dangerous goods or hazardous materials storage facilities.

Small quantities (<100 litres) of flammable materials are stored in the harbour depot workshop. These include oils, solvents, paints and two stroke fuel.

A diesel fuel storage tank of about 20,000 litres is located in the harbour car park (fuel dispensing unit located on wharf). This tank is operated and maintained by the Fisherman's Co-operative in accordance with Dangerous Goods Regulations.

### 3.4 Other Key Features

Marengo Reefs Marine Sanctuary

Located near Apollo Bay and close to the shore at Marengo, this sanctuary covers 12 hectares, comprising two small reefs that provide for a wide variety of microhabitats. Protected conditions on the leeward side of the reefs (unusual for reefs on this high wave energy coastline) allow bull kelps and other seaweed to grow densely

The sandstone reefs that are within the Marine Sanctuary are known as Little Henty Reefs and are about 80 metres offshore from the beach. Both reefs are clearly visible at low tide and at high tide the tops are still visible.

Henty and Little Henty Islands have been flattened over thousands of years by the waves and now barely show above the surface. The topmost parts of the reefs are exposed at low tide and still visible at high tide. The substrate is relatively smooth cretaceous sandstone surrounded by sand.

Average depth around the reefs is 5 metres with a depth range to approximately 16 metres. The northern side of the reef is protected from prevailing swells. Strong currents flow in the channel between the reefs.

### 3.5 Slipway

The Port of Apollo Bay includes a 35 tonne slipway and boat maintenance yard which is available to both commercial and recreational vessels. Vessel owners wishing to use the slipway are required to make application on the prescribed form PAB3. Approval is subject to the waiting list, induction and acceptance of the conditions for use of the slipway and maintenance yard. Vessel maintenance is undertaken by the vessel operator, contractors and/or support personnel.

Port staff are responsible for the slipping of all vessels on and off the slipway. If scaffolding is required for vessel maintenance to be carried out, then the Port staff who are licenced scaffolders are responsible for the erection /dismantling of the scaffolding. Once the vessel has been slipped it is then the vessel's owner's responsibility for the security of the slipway yard.

**3.6 International Vessel Quarantine Requirements**

There are only four proclaimed ports of entry into Victoria for international vessels. These are Melbourne, Geelong, Portland and Western Port. There should be no vessels landing at Port of Apollo Bay that have come directly from an international port. Any contravention should immediately be reported to the Australian Quarantine and Inspection service (AQIS) 24 hr Melbourne airport office number – 8318 8200.

**3.7 Management of Ballast Water**

Boat owners and masters should be aware of their ballast water responsibilities prior to entering Victorian State waters and must manage their domestic ballast water in accordance with the Policy and the Protocol for Environment Management – Domestic Ballast Water Management in Victorian State Waters.

Colac Otway Shire as port manager will assist, when required, with the dissemination to port users of relevant information regarding the statutory responsibilities for domestic ballast water management and provide advice to EPA regarding expected vessel arrivals that may be carrying domestic ballast water. This, however, is not expected to occur with any frequency at Apollo Bay.

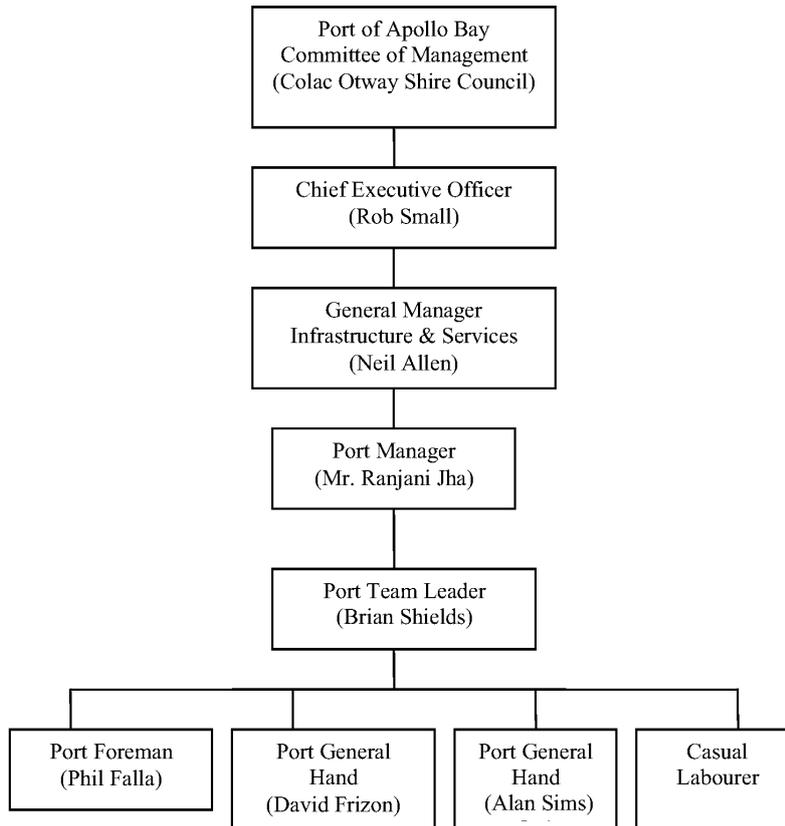
Further information can be obtained at all hours from EPA Victoria:

- Telephone: (03) 9695 2547
- Facsimile: (03) 9695 2520
- Email: [ballast.water@epa.vic.gov.au](mailto:ballast.water@epa.vic.gov.au)
- Website: [www.epa.vic.gov.au](http://www.epa.vic.gov.au)

#### 4. Organisational Functions

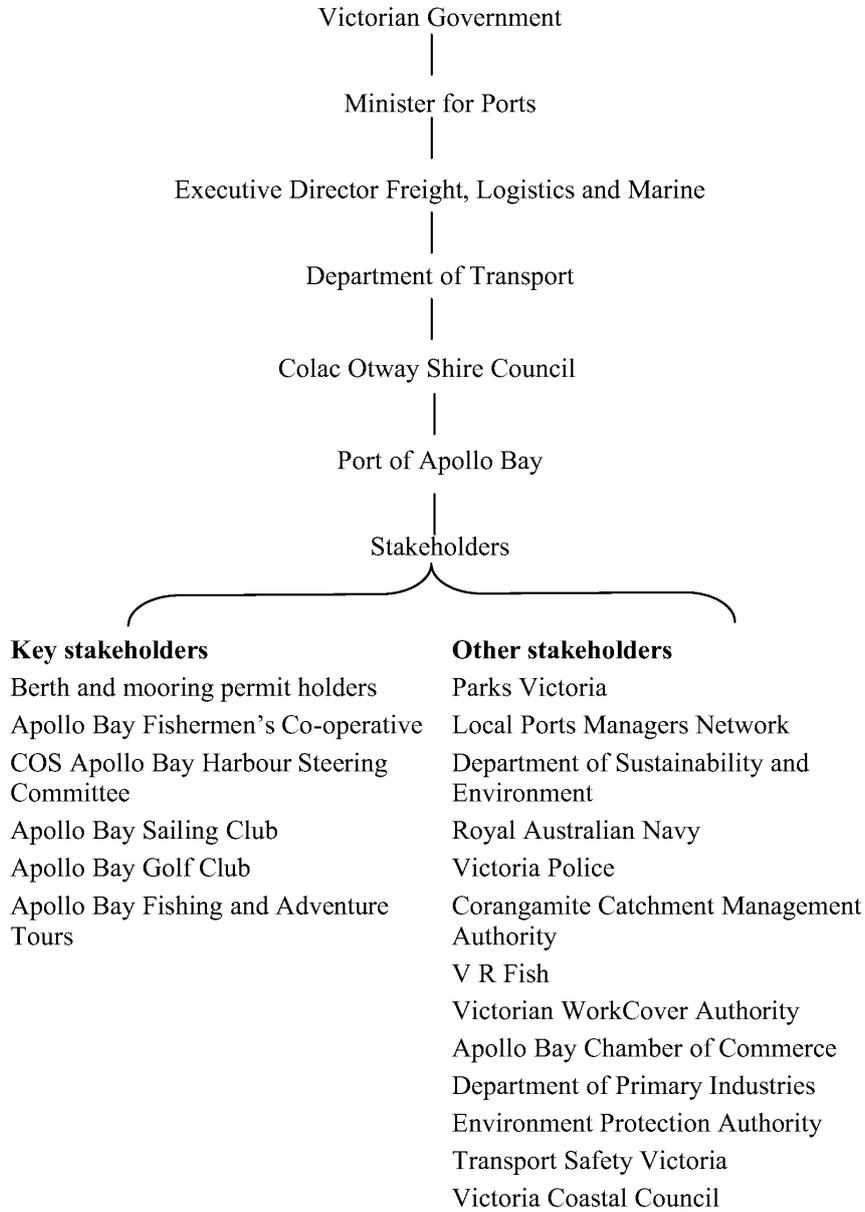
##### 4.1 Internal Port Structure and Interactions

The following chart represents the Port’s organisational structure:



The Port Team Leader and General Hands are attached to the Shire’s Infrastructure & Service Department.

**4.2 External Port Structure and Interactions**



#### **4.3 Persons Responsible for Safety and Environment Management**

Port of Apollo Bay believes that all port and associated users, temporary visitors through to permanent residents including staff, associated organisations, tenants, licensees, service providers, agencies and community members are responsible for safety management. This plan is not exclusive to Port of Apollo Bay nor is it a final document. This plan will develop and continually evolve and improve over time to act as an over arching instrument to guide, train, inform and provide direction to Port of Apollo Bay staff, associated organisations, tenants, licensees, service providers, agencies and community members for participation in fulfilling the outcomes for effective and efficient safety and environmental management within the Port of Apollo Bay.

Colac Otway Shire through budget allocations will allocate human resources and forecast budgets to assist in the implementation of this plan.

## 5. Risk Assessment

Effective management of safety hazards and environmental impacts and their associated risks involves a structured and systematic approach to analysing and assessing risk which enables controls to be targeted to provide efficient, cost-effective solutions which achieve the desired safety environmental outcomes.

### 5.1 Risk Assessment Framework

The development of the Port of Apollo Bay Risk Assessment Framework was based on the application of the following Australian-New Zealand and International Standards:

- *AS/NZS ISO 31000:2009 Risk Management - Principles and Guidelines;*
- *AS/NZS 4801:2001 Occupational health and safety management systems – Specification with guidance for use;*
- *AS/NZS ISO14001:2004 Environmental management systems – Requirements with guidance for use; and*
- *AS/NZS ISO14004:2004 Environmental management systems –General guidelines on principles, systems and supporting techniques.*

The framework was further presented to the Department of Sustainability and Environment, Environment Protection Authority, Department of Transport and Parks Victoria for comment and appraisal. After consideration and inclusion of agency comments the framework was endorsed and became effective.

### 5.2 Risk Assessment Process

The risk assessment process involves comparing the level of risk found during the analysis with previously established risk criteria. Each risk will be expressed as a value of Very High, High, Medium or Low risk. The output list of risk (or risk register) is a prioritised list of risks requiring action. Focus will be placed on Very High and High risks which are deemed to be significant. Low and Medium risks may fall into an acceptable level of risk category though these will be monitored and periodically reviewed to ensure they remain acceptable. A review of all risks is to be conducted annually or earlier if there is a major change in the nature of activity conducted at the port.

Port of Apollo Bay has established the following risk qualitative measures and matrix (Tables 5.3 – 5.6 below) to assess safety hazards and environmental impacts associated with key activities, products and services within port. The matrix was drawn from the *Ministerial Guidelines: Port Safety and Environment Management Plans* November 2012 S4.6.

The risk assessment process involves Port of Apollo Bay management, staff and stakeholders taking a unified approach towards relating safety hazards and environmental impacts to applicable consequence and likelihood descriptors to finally obtain a level of risk. Working examples of how this is achieved are set out below.

| <b>5.3 Table of Safety Hazard Consequence Descriptors</b>                                                                                                                                                       |                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                      |                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1 - Insignificant</b>                                                                                                                                                                                        | <b>2 - Minor</b>                                                                                                                                                                                                                             | <b>3 - Moderate</b>                                                                                                                                                                                                                                           | <b>4 - Major</b>                                                                                                                                                                                                     | <b>5 - Catastrophic</b>                                                                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>■ Minor injuries immediately treated on-site with first aid treatment</li> <li>■ No need to contact regulatory authorities</li> <li>■ No fines or prosecution</li> </ul> | <ul style="list-style-type: none"> <li>■ Moderate injuries requiring medical treatment but without hospital admission</li> <li>■ Need to contact regulatory authorities due to potential non-compliance</li> <li>■ Possible fines</li> </ul> | <ul style="list-style-type: none"> <li>■ Serious and / or extensive injuries requiring medical treatment with hospital admission</li> <li>■ Need to contact regulatory authorities due to non-compliance</li> <li>■ Possible fines and prosecution</li> </ul> | <ul style="list-style-type: none"> <li>■ Paraplegia, quadriplegia, brain damage or death</li> <li>■ Need to contact regulatory authorities due to non-compliance</li> <li>■ Fines and prosecutions likely</li> </ul> | <ul style="list-style-type: none"> <li>■ Multiple deaths</li> <li>■ Need to contact regulatory authorities due to non-compliance</li> <li>■ Severe fines and prosecutions likely and/or employees/directors jailed</li> </ul> |

| <b>5.4 Table of Safety Hazard Likelihood Descriptors</b> |                                                                                                              |                                                                                                     |                                                                                                        |                                                                                                         |                                                                                                                  |
|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
|                                                          | <b>A</b>                                                                                                     | <b>B</b>                                                                                            | <b>C</b>                                                                                               | <b>D</b>                                                                                                | <b>E</b>                                                                                                         |
| <b>Indicative frequency</b>                              | <ul style="list-style-type: none"> <li>■ Almost certain</li> <li>■ 1 or more incidents in 1 month</li> </ul> | <ul style="list-style-type: none"> <li>■ Likely</li> <li>■ 1 or more incidents in 1 year</li> </ul> | <ul style="list-style-type: none"> <li>■ Moderate</li> <li>■ 1 or more incidents in 5 years</li> </ul> | <ul style="list-style-type: none"> <li>■ Unlikely</li> <li>■ 1 or more incidents in 10 years</li> </ul> | <ul style="list-style-type: none"> <li>■ Rare</li> <li>■ 1 or more incidents in 100 years</li> </ul>             |
| <b>General definition</b>                                | <ul style="list-style-type: none"> <li>■ Is expected to occur in most circumstances</li> </ul>               | <ul style="list-style-type: none"> <li>■ Will probably occur in most circumstances</li> </ul>       | <ul style="list-style-type: none"> <li>■ Should occur some time</li> </ul>                             | <ul style="list-style-type: none"> <li>■ Could occur at some time</li> </ul>                            | <ul style="list-style-type: none"> <li>■ May occur at some time but only in exceptional circumstances</li> </ul> |

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| <b>5.5 Table of Environment Impact Consequence Descriptors</b> |                                                                            |                                                                                                      |                                                                                                         |                                                                                                       |                                                                                                                        |
|----------------------------------------------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| <b>Components</b>                                              | <b>1 - Insignificant</b>                                                   | <b>2 - Minor</b>                                                                                     | <b>3 - Moderate</b>                                                                                     | <b>4 - Major</b>                                                                                      | <b>5 – Catastrophic</b>                                                                                                |
| <b>Species</b>                                                 | No observable impacts to local viability of non-endangered species         | Short term impacts to local viability of non-endangered species                                      | Long term impacts to local viability of non-endangered species                                          | Impacts likely to result in upward change in status of one or more endangered and threatened species  | Extinction of one or more species or life cycle of species impaired                                                    |
| <b>Environmental Stress</b>                                    | Effects not transmitted and not accumulating                               | In most cases, effects not transmitted or accumulating                                               | Effects can be transmitted or accumulate                                                                | Effects are transmitted and/or accumulate                                                             | Effects are synergistic or cumulative, and/or are easily transmitted and/or accumulate                                 |
| <b>Ecosystems</b>                                              | Localised temporary effects on environment within natural variability      | Localised temporary effects on environment beyond natural variability                                | Alteration or disturbance of a component of an ecosystem but sustainability unaffected                  | Alteration or loss of sustainability of one or more ecosystems or several components of these systems | Irreversible damage to one or more ecosystems or landforms                                                             |
| <b>Sustainability (&amp; Resources)</b>                        | No effect on resources or sustainability                                   | Demands placed on selected resources with no observable effect on sustainability                     | Limitations placed on selected resources with long term sustainability affected                         | Loss of sustainability of unique habitats, landforms or selected resources                            | Loss of sustainability of most resources                                                                               |
| <b>Bio-regional Outcomes</b>                                   | Area of <500 m <sup>2</sup> of limited environmental significance affected | Area of >500 m <sup>2</sup> and <1,000 m <sup>2</sup> of limited environmental significance affected | Area of >1,000 m <sup>2</sup> and <10,000 m <sup>2</sup> of limited environmental significance affected | Relatively widespread impacts of area >10,000 m <sup>2</sup> and <10 square kilometres                | Area affected is >10 square kilometers or any area of international, national, state or local significance is affected |
| <b>Commercial &amp; Legal Relationships</b>                    | May need to contact regulatory authorities to notify of situation          | Need to contact regulatory authorities due to potential non-compliance                               | Need to contact regulatory authorities due to non-compliance                                            | Need to contact regulatory authorities due to non-compliance                                          | Need to contact regulatory authorities due to non-compliance                                                           |
| <b>Commercial &amp; Legal Outcomes</b>                         | No fines or prosecution                                                    | Possible fines                                                                                       | Possible fines and/or prosecution                                                                       | Fines and/or prosecution impending                                                                    | Fines and prosecution impending and/or employees/directors jailed                                                      |

| 5.6 Table of Environmental Impact Likelihood Descriptors |                                                                                                              |                                                                                                     |                                                                                                        |                                                                                                         |                                                                                                                  |
|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
|                                                          | A                                                                                                            | B                                                                                                   | C                                                                                                      | D                                                                                                       | E                                                                                                                |
| <b>Indicative frequency</b>                              | <ul style="list-style-type: none"> <li>■ Almost certain</li> <li>■ 1 or more incidents in 1 month</li> </ul> | <ul style="list-style-type: none"> <li>■ Likely</li> <li>■ 1 or more incidents in 1 year</li> </ul> | <ul style="list-style-type: none"> <li>■ Moderate</li> <li>■ 1 or more incidents in 5 years</li> </ul> | <ul style="list-style-type: none"> <li>■ Unlikely</li> <li>■ 1 or more incidents in 10 years</li> </ul> | <ul style="list-style-type: none"> <li>■ Rare</li> <li>■ 1 or more incidents in 100 years</li> </ul>             |
| <b>General definition</b>                                | <ul style="list-style-type: none"> <li>■ Is expected to occur in most circumstances</li> </ul>               | <ul style="list-style-type: none"> <li>■ Will probably occur in most circumstances</li> </ul>       | <ul style="list-style-type: none"> <li>■ Should occur some time</li> </ul>                             | <ul style="list-style-type: none"> <li>■ Could occur at some time</li> </ul>                            | <ul style="list-style-type: none"> <li>■ May occur at some time but only in exceptional circumstances</li> </ul> |

| 5.7 Risk Assessment Matrix |   |             |        |        |           |           |
|----------------------------|---|-------------|--------|--------|-----------|-----------|
|                            |   | Consequence |        |        |           |           |
|                            |   | 1           | 2      | 3      | 4         | 5         |
| Likelihood                 | A | MEDIUM      | HIGH   | HIGH   | VERY HIGH | VERY HIGH |
|                            | B | MEDIUM      | MEDIUM | HIGH   | HIGH      | VERY HIGH |
|                            | C | LOW         | MEDIUM | HIGH   | HIGH      | HIGH      |
|                            | D | LOW         | LOW    | MEDIUM | MEDIUM    | HIGH      |
|                            | E | LOW         | LOW    | MEDIUM | MEDIUM    | HIGH      |

Key Outcomes:      Very High (Significant)      Immediate action required  
                                  High (Significant)              Detailed research and management planning required  
                                  Medium                                      Management responsibility must be specified  
                                  Low                                                  Management by routine procedures

**5.8 Safety Hazard Risk Assessment Example**

The example activity ‘boat operations’ can involve many safety hazards. One safety hazard includes the scenario by where the boat operator may slip, trip or fall into the water.

To assess the level of risk for this safety hazard one would firstly match it to the most relevant and practical consequence descriptor category from Table 5.3 above. During this process many questions and scenarios may be raised that will add to the determination. In this case they may include: what would generally be the outcome if someone fell off a boat and entered the water? Would the person survive? Would they be conscious? Is there always a second person on the boat to assist or raise the alarm?

During this process, it is important to maintain an objective viewpoint. One critical point is to ensure that safety hazards are assessed without controls. Assessing with controls undervalues the risk. Controls are processes, systems

and mechanical devices that are put in place to prevent or reduce the severity of the safety hazard. In our case, sample safety hazard controls may include training and lifejackets. Controls themselves come with inherent risks and should be evaluated for their effectiveness over time and not at this stage. Therefore as part of the assessment one must assume a worst-case scenario, that the person is not trained for the situation and did not wear a lifejacket.

Therefore under these circumstances, the person may die. This may classify the consequence as major (4).

The next step is to identify the likelihood of this safety hazard occurring. This is done by choosing the appropriate definition listed in Table 5.4 and further asking: what is the likelihood of this occurring? Have there been any past incidents and/or near misses?

An example for the likelihood of this occurring may be moderate (D) as records show that this has occurred in the last ten years.

Extrapolating from Table 5.7, a consequence of 4 and a likelihood of D will intersect and give us medium risk outcome, meaning management must be specified. All high and very high-risk outcomes will be deemed as significant and therefore must incorporate detailed research, management planning and action.

### 5.9 Safety Hazard Risk Register

To improve the efficiency of the development and implementation of this management plan, Port of Apollo Bay has developed a safety hazard risk register (below).

The register documents all significant land and water based activities that are conducted within the port, including those undertaken by tenants, licensees and service providers and further identifies and rates associated safety hazards.

| #             | Activity  | Hazards and risks                 | Consequence | Likelihood | Risk Rating |
|---------------|-----------|-----------------------------------|-------------|------------|-------------|
| <b>SAFETY</b> |           |                                   |             |            |             |
| 1             | Slipway   | Winch Failure - Damage            | 3           | C          | High        |
|               |           | Scaffold failure – Injury/Damage  | 3           | C          | High        |
|               |           | Fall from heights – Injury/Damage | 3           | C          | High        |
|               |           | Fire                              | 2           | E          | Low         |
|               |           | Power Tool Mishap - Injury        | 3           | D          | Medium      |
| 2             | Boat Ramp | Brake Failure                     | 2           | D          | Low         |
|               |           | Boat Collision PWC                | 2           | D          | Low         |
|               |           | Car Crashes                       | 2           | D          | Low         |
|               |           | Pedestrians / Cars - Injuries     | 3           | D          | Medium      |

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|    |                            |                                                          |                                                |                                            |        |
|----|----------------------------|----------------------------------------------------------|------------------------------------------------|--------------------------------------------|--------|
| 3  | Harbour<br>Car park        | Car accident                                             | 3                                              | C                                          | High   |
|    |                            | Car Crash Fuel Truck                                     | 2                                              | D                                          | Low    |
|    |                            | Car / Pedestrian accident - Injuries                     | 3                                              | C                                          | High   |
|    |                            | Road Fuel Tanker Spill – Pollution/Environment<br>Damage | 3                                              | C                                          | High   |
|    |                            | Golf Balls – Injuries/Damage to Cars                     | 2                                              | D                                          | Low    |
|    |                            | Speeding Car/Bikes - Injuries                            | 2                                              | D                                          | Low    |
|    |                            | 4                                                        | Pedestrian<br>pathway –<br>main access<br>road | Access Roads pedestrian vehicular conflict | 3      |
| 5  | Fishermen's<br>Landing     | Vessel Hits Wharf – Injuries/Economic                    | 3                                              | D                                          | Medium |
|    |                            | Fuel Spill – Environment/Economic                        | 3                                              | D                                          | Medium |
|    |                            | Fish Hook Public - Injuries                              | 3                                              | D                                          | Medium |
|    |                            | Fall/Trips Public - Injuries                             | 3                                              | D                                          | Medium |
|    |                            | Injuries from stowed fishing equipment -<br>Injuries     | 2                                              | D                                          | Low    |
| 6  | Itinerant<br>Berth Area    | Trip Falls Public – Injuries                             | 2                                              | D                                          | Low    |
|    |                            | Cars Reversing/Public Pedestrians - Injuries             | 2                                              | D                                          | Low    |
| 7  | Marina                     | Falls and Trips – Injuries                               | 2                                              | D                                          | Low    |
|    |                            | Falls into water – Injuries/Drowning                     | 3                                              | D                                          | Medium |
|    |                            | Falls from boats - Injuries                              | 2                                              | D                                          | Low    |
|    |                            | Boat Fires – Injuries/Economic                           | 2                                              | D                                          | Low    |
| 8  | East Jetty                 | Falls/Trips - Injuries                                   | 2                                              | D                                          | Low    |
|    |                            | Jumping to sea/Harbour – Injuries/Drowning               | 3                                              | D                                          | Medium |
| 9  | Lee Rock<br>Wall           | Falls/Trips - Injuries                                   | 3                                              | D                                          | Medium |
|    |                            | Quick Sand Dredge Spoil –<br>Injuries/Death/Drowning     | 3                                              | D                                          | Medium |
| 10 | Lee Wall<br>Rebutment      | Falls/Trips – Injuries                                   | 3                                              | D                                          | Medium |
| 11 | Main Break<br>Wall         | Falls/Trips – Injuries/Drowning                          | 3                                              | D                                          | Medium |
|    |                            | Fish hook injuries - Injuries                            | 2                                              | D                                          | Low    |
| 12 | Fish<br>Cleaning<br>Tables | Cuts from knives – Injuries                              | 3                                              | D                                          | Medium |
| 13 | Harbour<br>Waters          | Jet Ski / Swimmer collision – Injuries                   | 3                                              | D                                          | Medium |
|    |                            | Boat / Jet Ski collision – Injuries                      | 3                                              | D                                          | Medium |
|    |                            | Boat / Boat collision – Injuries                         | 3                                              | D                                          | Medium |
| 14 | Harbour<br>Entrance        | Swimming & Diving – Injuries/Drowning                    | 3                                              | D                                          | Medium |
|    |                            | Vessel Grounding –<br>Injuries/Drowning/Economic         | 3                                              | C                                          | High   |
|    |                            | Vessel Capsize – Injuries/Drowning/Economic              | 3                                              | C                                          | High   |

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|    |                   |                               |   |   |     |
|----|-------------------|-------------------------------|---|---|-----|
| 15 | Workshop and Yard | Machine Shop Tools - Injuries | 2 | D | Low |
|    |                   | Power and Hand - Injuries     | 2 | D | Low |

**5.10 Environment Hazard Risk Assessment Example**

The example activity of “boat operations” can also involve many environmental impacts. Examples include the contamination of soil, water or air which may originate from the spillage of fuel during fuelling or if the boat’s fuel tank ruptures or leaks.

To assess the level of risk for this environmental impact one would firstly match it to the most relevant and practical consequence descriptor category from Table 5.5 above. During this process many questions and scenarios may be raised that will add to the determination. In this case they may include: The size of the spill? What would generally be the outcome if fuel leaked from the boat or the pump? Would it pollute not only the water but also the nearby beach or the air? Would it affect fish, birds or even humans? Is the area affected of international, national or state significance?

During this process, it is important to maintain an objective viewpoint. One critical point is to ensure that the environmental impacts are assessed without controls. Assessing with controls undervalues the risk. Controls are processes, systems and mechanical devices that are put in place to prevent or reduce environmental impacts. In this case, environmental impact controls may include training, containment devices, fuel cut off switches and valves. Controls themselves come with inherent risks and should be evaluated for their effectiveness over time and not at this stage. Therefore as part of the assessment one must assume a worst-case scenario, that the person is not trained for the situation, the fuel could not be contained, there is no fuel isolation switch in sight and 100 litres of diesel fuel entered the waters of a National Park.

Depending on the size of the fuel spill (in our case <100 litres), humans may not be directly affected but other organisms such as endangered or threatened fish and birds possibly will, even though the impacts are localised and short term, the spill occurred in a National Park and authorities (e.g., EPA and Parks Victoria) will need to be contacted immediately. This may classify the consequence as Catastrophic (5).

The next step is to identify the likelihood of this environmental impact occurring. Choosing the appropriate definition listed in Table 5.6 and further asking what would be the likelihood of this occurring? Have there been any past incidents and/or near misses?

An example for the likelihood of this occurring may be unlikely (D), as records show a spill of this type has occurred once in the last ten to twenty years.

Extrapolating from Table 5.7, a consequence of 5 and a likelihood of D will intersect and give us a high-risk outcome. All high and extreme-risk outcomes will be deemed as significant and therefore must incorporate detailed research, management planning and action. If the above scenario did not occur in a National Park but rather in open coastal waters with some distance from

significant areas, then the consequence attained may be 3. With likelihood unchanged at D, a medium-risk outcome is then achieved. Low and medium risk outcomes may not be classified as significant but they still must be managed appropriately to prevent these risks from escalating and becoming significant.

**5.11 Environment Hazard Risk Register**

To improve the efficiency of the development and implementation of this management plan, Port of Apollo Bay has developed an environmental impact risk register (below).

The register documents all significant land and water based activities that are conducted within the port, including those undertaken by tenants, licensees and service providers and further identifies and rates associated environmental impacts.

| #                  | Activity                                              | Hazards and risks                                             | Consequence | Likelihood | Risk Rating |
|--------------------|-------------------------------------------------------|---------------------------------------------------------------|-------------|------------|-------------|
| <b>ENVIRONMENT</b> |                                                       |                                                               |             |            |             |
| 1                  | Boating including powerboat operations                | General Wastes – contamination of beaches, soil, water or air | 2           | B          | Medium      |
|                    |                                                       | Transport of pests                                            | 4           | C          | High        |
|                    |                                                       | Over speeding                                                 | 3           | D          | Medium      |
| 2                  | Swimming                                              | Waste dispersal to land and water                             | 2           | D          | Low         |
| 3                  | Slipway Operations                                    | Wrong disposal of hazardous chemical                          | 3           | C          | High        |
| 4                  | Solid waste disposal                                  | Inappropriate disposal of waste                               | 2           | C          | Medium      |
|                    |                                                       | Smell and odour                                               | 2           | D          | Low         |
|                    |                                                       | Recycling waste going to litter                               | 2           | D          | Low         |
| 5                  | Fuelling (hydrocarbons) not from a fixed installation | Leakage in fuel tank                                          | 3           | D          | Medium      |
|                    |                                                       | Explosion or fire                                             | 4           | D          | Medium      |
| 6                  | Boat charter and touring                              | Inappropriate disposal of industrial wastes                   | 2           | D          | Low         |
| 7                  | Tenant activities                                     | Inappropriate disposal of industrial waste                    | 2           | C          | Medium      |

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| #  | Activity                              | Hazards and risks                                                                 | Consequence | Likelihood | Risk Rating |
|----|---------------------------------------|-----------------------------------------------------------------------------------|-------------|------------|-------------|
| 8  | Dredging                              | Disturbance/release of clean sediment – destruction of marine life                | 3           | D          | Medium      |
|    |                                       | Dredging wrong areas                                                              | 4           | D          | Medium      |
|    |                                       | Disposal of sludge in wrong areas                                                 | 3           | D          | Medium      |
|    |                                       | Lack of necessary approval                                                        | 3           | D          | Medium      |
|    |                                       |                                                                                   | 3           | D          | Medium      |
| 9  | Marina infrastructure maintenance     | Growth of weed on Marine Structures                                               | 3           | D          | Medium      |
| 10 | Beach nourishment                     | Excavation of sand from wrong areas within the harbor boundary                    | 3           | D          | Medium      |
| 11 | Navigation aids maintenance           | Inappropriate disposal of industrial wastes                                       | 2           | D          | Low         |
|    |                                       | Green house emission                                                              | 2           | D          | Low         |
|    |                                       | Use of non energy efficient globes                                                | 2           | C          | Medium      |
| 12 | Spray painting (solvents & emulsions) | Fugitive air emissions                                                            | 3           | D          | Medium      |
|    |                                       | Inappropriate disposal of industrial wastes – contamination of soil, water or air | 2           | C          | Medium      |
| 13 | Demolition of old structures          | Inappropriate disposal of industrial and building and demolition waste            | 3           | D          | Medium      |
| 14 | Marine pest                           | Destruction of non local species                                                  | 3           | C          | High        |
|    |                                       | Propagation to other areas                                                        |             |            |             |
| 15 | Emergency due to natural disaster     | Lank of resources in major emergencies                                            | 4           | C          | High        |
| 16 | Zoning of waters (speed limits)       | Inadequate, insufficient or inappropriate dissemination of information            | 3           | D          | Medium      |

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| #  | Activity                        | Hazards and risks                                                      | Consequence | Likelihood | Risk Rating |
|----|---------------------------------|------------------------------------------------------------------------|-------------|------------|-------------|
| 17 | Interaction with harbour user   | Inadequate, insufficient or inappropriate dissemination of information | 3           | D          | Medium      |
| 18 | Interaction with other agencies | Inadequate, insufficient or inappropriate dissemination of information | 3           | D          | Medium      |
| 19 | Events at the harbor            | Lack of Waste Management                                               | 3           | D          | Medium      |
|    |                                 | Contamination of waterways                                             | 3           | D          | Medium      |
|    |                                 | Lack of local area traffic management                                  | 3           | D          | Medium      |
|    |                                 | Lack of insurance cover and permit conditions                          | 3           | D          | Medium      |
| 20 | Sea level rise – global warming | Submerging of physical infrastructure                                  | 4           | C          | High        |

## 6. Risk Treatment and Management

### 6.1 Significant Safety Hazard Control Register

All high and very high risk outcomes are deemed as significant and therefore must be further examined. The following table outlines those activities with significant residual risk i.e. remain at high or very high after controls are in place. The table also examines the current control measures associated with the risk and outlines any further controls that may be required. Time frames for the implementation of proposed new controls and the responsible person for the implementation of these controls are also outlined.

| Activity      | Risk   | Current Controls                                             | Required Control                                                                                                                                    | Time frame/ targets | Responsible person                      | Monitoring of control measures |
|---------------|--------|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------------------|--------------------------------|
| <b>SAFETY</b> |        |                                                              |                                                                                                                                                     |                     |                                         |                                |
| 1             | L      | Ongoing maintenance<br>User Induction<br>Procedures<br>JSEAs | Upgrade of winch<br>Apply for funding                                                                                                               | Ongoing             | R.Jha<br>B.Shields<br>Funding<br>Bodies | Monthly                        |
| 2             | L      | Signage, Boating<br>Chart                                    | Check vessel safety<br>compliance requirements<br>and operator's license<br>Wash Down Facility<br>Upgrade of Boat Ramp<br>and associated facilities | 1 year              | R.Jha<br>B.Shields<br>TSV               | Monthly                        |
| 3             | L      | Signage                                                      | Seal the car park, line<br>marking<br>Future upgrade works                                                                                          | Ongoing             | R.Jha<br>B.Shields<br>Funding<br>Bodies | Quarterly Check                |
| 4             | H      | Traffic Signage                                              | Designated footpaths for<br>pedestrians to be<br>constructed- to be<br>coordinated with Harbour<br>Masterplan developmental<br>works                | 5 Years             | R.Jha<br>B.Shields<br>Funding<br>Bodies | Ongoing                        |
| 5             | L<br>M | Signage<br>Regular patrol                                    | Regular patrol<br>Improved signage                                                                                                                  | Ongoing             | B.Shields                               | Ongoing                        |
| 6             | L      | Signage                                                      | Explore further safety<br>enhancement measures                                                                                                      | 2 yrs               | B.Shields                               | Ongoing                        |
| 7             | L      | Signage, Regular<br>Monitoring                               | Continue to monitor,<br>educate                                                                                                                     | 1 yr                | B.Shields                               | Ongoing                        |
| 8             | L      | Signage                                                      | Educate, Monitor, Patrol                                                                                                                            | Ongoing             | B.Shields,<br>Foreman                   | Ongoing                        |

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|     |   |               |                                                                           |         |                       |         |
|-----|---|---------------|---------------------------------------------------------------------------|---------|-----------------------|---------|
| 9   | M | Signage       | Educate, Monitor, Patrol<br>Seek TSV / Police help<br>for reinforcement   | Ongoing | B.Shields,<br>Foreman | Ongoing |
| 10. | M | Signage       | Educate, Monitor, Patrol<br>Seek TSV / Police help<br>for reinforcement   | Ongoing | B.Shields,<br>Foreman | Ongoing |
| 11. | M | Signage       | Educate, Monitor, Patrol<br>(no Police)                                   | Ongoing | B.Shields,<br>Foreman | Ongoing |
| 12. | M | Verbal Advice | Improved signage<br>Newsletter<br>Patrol<br>Work with TSV<br>Local Police | Ongoing | B.Shields             | Ongoing |
| 13  | M | Signage       | Monitor and vigilance<br>(Penalties/Fines)                                | Ongoing | B.Shields             | Ongoing |
| 14. | M | Boating Chart | Review Boating Chart<br>User Induction                                    | Ongoing | B.Shields<br>R. Jha   | Ongoing |
| 15. | L | Use of PPE    | Use safe devices<br>PPE to be replaced in a<br>timely manner              | Ongoing | B.Shields             | Ongoing |

Note: Control Hierarchy – 1. Elimination 2. Substitution 3. Engineering Control  
4. Separation 5. Changed Working Conditions 6. Personal Protective Equipment

**6.2 Significant Environment Hazard Control Register**

All high and very high risk outcomes are deemed as significant and therefore must be further examined. The following table outlines those activities with significant residual risk i.e. remain at high or very high after controls are in place. The table also examines the current control measures associated with the risk and outlines any further controls that may be required. Time frames for the implementation of proposed new controls and the responsible person for the implementation of these controls are also outlined.

| Activity           | Risk Rating | Current Controls                      | Required Control                                                                 | Time frame/ targets       | Responsible person     | Monitoring of control measures |
|--------------------|-------------|---------------------------------------|----------------------------------------------------------------------------------|---------------------------|------------------------|--------------------------------|
| <b>ENVIRONMENT</b> |             |                                       |                                                                                  |                           |                        |                                |
| 1                  | H           | Monitoring by Port Staff<br>Education | Routine Inspection<br><br>Develop and use Check List<br><br>Coordinated approach | Ongoing<br><br>March 2013 | B Shields<br><br>R Jha | Monthly<br><br>Monthly         |

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|    |   |                                                                                                                                                                                                                      |                                                                                                                                                                                   |                        |                                                        |                                               |
|----|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--------------------------------------------------------|-----------------------------------------------|
|    |   |                                                                                                                                                                                                                      | - all SW Ports                                                                                                                                                                    | 1 years                | DOT, TSV<br>All Ports                                  | Discuss at<br>Port<br>Meeting                 |
| 3  | H | Supervision<br>Induction<br>JSEA<br>Licensed waste<br>disposal<br>contractor                                                                                                                                         | Continue with current<br>practices                                                                                                                                                | Ongoing                | B Shields                                              | Monthly                                       |
| 14 | H | Working with<br>Marine Pest<br>Division DSE<br>Manual removal<br>Option Paper<br>prepared                                                                                                                            | Continue with current<br>practices                                                                                                                                                | Ongoing                | DSE<br>PV<br>DOT<br>B Shields<br>R Jha                 | Quarterly<br>and on<br>seasonal<br>basis      |
| 15 | H | Emergency<br>Management<br>Policy Developed                                                                                                                                                                          | Policy to be updated<br>and linked to<br>Municipal Emergency<br>Management Plan<br>(MEMP)<br><br>To discuss further at<br>Port Meeting regarding<br>resources and<br>coordination | Ongoing<br><br>1 Year  | DOT<br>DSE<br>Emergency<br>Management<br>Committee     | Discuss at<br>Port<br>Meeting                 |
| 20 | H | Addressed at<br>Planning Permit<br>Application<br>processing<br><br>The design level<br>of top of roads<br>and infrastructure<br>to be determined<br>considering sea<br>level increases in<br>100 years time<br>span | Ongoing<br><br>Joint study to be<br>commissioned for all<br>Ports                                                                                                                 | Ongoing<br><br>5 years | COS Planning<br><br>DSE, DOT,<br>Harbour<br>Management | Ongoing<br><br>Discuss at<br>Port<br>Meetings |

Note: Control Hierarchy – 1. Elimination 2. Substitution 3. Engineering Control  
4. Separation 5. Changed Working Conditions 6. Personal Protective Equipment

**6.3 Risk Treatment and Emergency Management**

Port of Apollo Bay recognises that the development of this plan will not completely eliminate risks associated with port operations and activities. The risks that remain are known as ‘residual risk’. All of the significant safety residual risk – medical emergencies (risk #1, 3, 4, 14), boating accidents (risk

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#14), vehicle fires (risk #3) and motor vehicle accidents (risk #3) are listed in the port Emergency Management Plan.

Most of the significant environmental residual risks – marine pest sighting (risk #1, 14) and flooding / storm damage (risk #15) are listed in the Emergency Management Plan.

Not yet listed in the plan is the environmental risk # 3 slipway operations (hazardous chemical entering waterway) and environmental risk #20 (sea level rise). The former will be included in the next review of the Emergency Management Plan and the latter is better addressed at a strategic planning level.

The Port of Apollo Bay Emergency Management Plan is linked with the Colac Otway Shire Council's Municipal Emergency Management Plan (MEME).

This will ensure that response and recovery arrangements are in place in the event of emergency situations. The Emergency Management Plan incorporates an integrated manual of various port policies and procedures.

## 7. Implementation, Review and Revision

### 7.1 Management Systems

Over the years, Port of Apollo Bay has established various procedures and protocols to manage issues pertaining to safety and environmental management. Operational procedures and guidelines utilised by Colac Otway Shire (COS) and its works unit Cosworks are operative at the port including those associated with Safety Map accreditation. The Port of Apollo Bay is proceeding to formalize its management systems by progressively reviewing existing practices and procedures and incorporating these into the development and implementation of an integrated SEMP Operations Manual.

The manual will encompass the contents of this plan and further outline:

|                                                                      |                                                                        |
|----------------------------------------------------------------------|------------------------------------------------------------------------|
| ■ COS Safety and Environment Policy Guide                            | ■ COS Information management system                                    |
| ■ Safety and Environment Review Procedure                            | ■ Operational Control Procedure                                        |
| ■ Document Control Register                                          | ■ Operational Control Procedure Register                               |
| ■ Safety and Environment Hazards Identification and Review Procedure | ■ Safety and Environment Emergency Preparedness and Response Procedure |
| ■ Legal and Other Requirements Procedure                             | ■ Safety and Environment Monitoring and Measurement Procedure          |
| ■ Safety and Environment Objectives and Targets Procedure            | ■ Safety and Environment Monitoring Plan                               |
| ■ Safety and Environment Management Program Procedure                | ■ Risk / Event Report Procedure                                        |
| ■ Structure and Responsibility Procedure                             | ■ Risk / Event Report (Incident) Register                              |
| ■ Training, Awareness and Competence Procedure                       | ■ Injury Report Procedure                                              |
| ■ Communications Procedure                                           | ■ COS Injury Report                                                    |
| ■ Safety and Environment Training Matrix                             | ■ Risk Assessment Framework                                            |
| ■ COS Training Attendance Record                                     | ■ Injury Register                                                      |
| ■ Safety Committee Procedure                                         | ■ Safety and Environment Records Procedure                             |
| ■ Safety and Environment Documentation Procedure                     | ■ Safety and Environment Audit Procedure                               |
| ■ Safety and Environment Documentation Control Procedure             | ■ Safety and Environment Audit Program                                 |
|                                                                      | ■ Safety and Environment Management Review Procedure                   |

The SEMP implementation process will also involve liaison with tenants and licensees and key user groups and by extension consideration of SEMP matters for inclusion in future leases and licenses.

**7.2 Regulatory Compliance Register**

The register below outlines key safety legislation, agreements, conventions, standards and other related documentation that Port of Apollo Bay must comply with. Highlighted rows indicate documentation pertaining to day-to-day activities. Legislated acts and regulations are in italics.

|                                                                                                |
|------------------------------------------------------------------------------------------------|
| <b>International</b>                                                                           |
| International Convention for the Safety of Life at Sea (SOLAS) 1974                            |
| International Maritime Organisation Dangerous Goods Code (IMDG Code) 2004                      |
| The United Nations Convention on the Law of the Sea (UNCLOS) 1982                              |
| International Association of Lighthouse Authorities (IALA) Maritime Buoyage Guidelines         |
| <b>Commonwealth (National/Federal)</b>                                                         |
| National Standards for the Control of Major Hazard Facilities 2002                             |
| <i>Occupational Health and Safety (Maritime Industry) Act 1993</i>                             |
| <i>Occupational Health and Safety (Maritime Industry)(National Standards) Regulations 2003</i> |
| <i>Occupational Health and Safety (Maritime Industry) Regulations 1995</i>                     |
| <i>Quarantine Act 1908</i>                                                                     |
| <i>Quarantine Regulations 2000</i>                                                             |
| <i>Road Transport Reform (Dangerous Goods) Act 1995</i>                                        |
| <i>Road Transport Reform (Dangerous Goods) Regulations 1997</i>                                |
| <b>State (Victoria)</b>                                                                        |
| <i>Building Act 1993</i>                                                                       |
| <i>Building Regulations 1994</i>                                                               |
| <i>Dangerous Goods Act 1985</i>                                                                |
| <i>Dangerous Goods (Explosives) Act 1988</i>                                                   |
| <i>Dangerous Goods (Storage and Handling) Regulations 2000</i>                                 |
| <i>Emergency Management Act 1986</i>                                                           |
| <i>Emergency Management Regulations 2003</i>                                                   |
| <i>Equipment (Public Safety) Act 1994</i>                                                      |
| <i>Equipment (Public Safety) (General) Regulations 1995</i>                                    |
| <i>Equipment (Public Safety) (Incident Notification) Regulations 1997</i>                      |
| <i>Freedom of Information Act 1982</i>                                                         |
| <i>Freedom of Information Regulations 1998</i>                                                 |
| <i>Gas Industry Act 1994</i>                                                                   |
| <i>Gas Industry Act 2001</i>                                                                   |
| <i>Gas Safety Act 1997</i>                                                                     |
| <i>Gas Safety (Gas Installation) Regulations 1999</i>                                          |
| <i>Health Act 1958</i>                                                                         |
| <i>Health (Pest Control) Regulations 1992</i>                                                  |
| <i>Landlord and Tenants Act 1958</i>                                                           |
| <i>Land (Surf Life Saving Association) Act 1967</i>                                            |
| <i>Major Events (Crowd Management) Act 2003</i>                                                |
| <i>Marine Safety Act 2010</i>                                                                  |
| <i>Marine Safety Regulations 2012</i>                                                          |

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|                                                                                                          |
|----------------------------------------------------------------------------------------------------------|
| Occupational Health and Safety Act 2004                                                                  |
| Occupational Health and Safety (Asbestos) Regulations 2003                                               |
| Occupational Health and Safety (Certification of Plant Users and Operators) Regulations 2004             |
| Occupational Health and Safety (Confined Spaces) Regulations 2007                                        |
| Occupational Health and Safety (Hazardous Substances) Regulations 1999                                   |
| Occupational Health and Safety (Incident Notification) Regulations 1997                                  |
| Occupational Health and Safety (Issue Resolution) Regulations 1999                                       |
| Occupational Health and Safety (Lead) Regulations 2000                                                   |
| Occupational Health and Safety (Major Hazard Facilities) Regulations 2003                                |
| Occupational Health and Safety (Manual Handling) Regulations 1999                                        |
| Occupational Health and Safety (Mines) Regulations 2002                                                  |
| Occupational Health and Safety (Noise) Regulations 2004                                                  |
| Occupational Health and Safety (Plant) Regulations 2007                                                  |
| Occupational Health and Safety (Prevention of Falls) Regulations 2007                                    |
| Ombudsman Act 1973                                                                                       |
| Pipelines Act 2005                                                                                       |
| Port Management Act 1995                                                                                 |
| Port Management (Local Ports) Regulations 2004                                                           |
| Road Safety Act 1986                                                                                     |
| Road Transport (Dangerous Goods) Act 1995                                                                |
| Seafood Safety Act 2003                                                                                  |
| Water Act 1989                                                                                           |
| Water Industry (Waterways Land) Regulations 2002                                                         |
| Whistleblowers Protection Act 2001                                                                       |
| Whistleblowers Protection Regulations 2001                                                               |
|                                                                                                          |
| <b>Associated Guidelines and Standards</b>                                                               |
| Aquatic and Recreational Signage Style Guide (Life Saving Victoria)                                      |
| AS 1657 Fixed Platforms, Walkways, Stairways and Ladders – Design, Construction and Installation 1992    |
| AS 1940 Storage and Handling of Flammable and Combustible Materials 1993                                 |
| AS/NZS 4360:2004 Risk Management                                                                         |
| AS/NZS 4801:2001 Occupational Health and Safety Management Systems – Specification with guidance for use |
| Australian Code for the Transport of Dangerous Goods by Road and Rail (6 <sup>th</sup> Edition) 1998     |
| Code of Practice – Confined Spaces (VWA)                                                                 |
| CS FP 001:1995 Fire Emergency Response                                                                   |
| Framework for Undertaking Work Near Overhead and Underground Assets (VWA) 2004                           |
| Guidance on OHS Reporting in Annual Reports (NOHSC) 2004                                                 |
| Guidelines for Powered Mobile Plant (VWA) 1997                                                           |
| HB 76:2004 Dangerous Goods – Initial Emergency Response Guide                                            |
| Industrial Equipment Requiring Certificates of Competency to Use or Operate (VWA) 1996                   |
| Industry Standard for Concrete Cutting and Drilling (VWA) 1999                                           |
| Managing Safety in Your Workplace (VWA) 2003                                                             |
| Officewise – A Guide to Health and Safety in the Office (VWA) 1997                                       |
| Prevention of Bullying and Violence at Work Guidance Note (VWA) 2003                                     |
|                                                                                                          |
| <b>International</b>                                                                                     |
| Agreement between the Government of Australia and the Government of Japan for the                        |

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| Protection of Migratory Birds in Danger of Extinction and their Environment 1974                                                                                    |
| Agreement between the Government of Australia and the Government of the People's Republic of China for the Protection of Migratory Birds and their Environment 1986 |
| Basle Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal, 1989 (Basle Convention)                                          |
| Convention for the Protection of the Natural Resources and Environment of the South Pacific Region 1986                                                             |
| Convention for the Protection of the World Cultural and Natural Heritage 1972                                                                                       |
| Convention of Biological Diversity, Rio de Janeiro, 1992                                                                                                            |
| Convention on International Trade in Endangered Species 1973                                                                                                        |
| Convention on the Conservation of Migratory Species of Wild Animals, Bonn 1979                                                                                      |
| Convention on the Conservation of Nature in the South Pacific 1976                                                                                                  |
| Convention on the Wetlands of International Importance (RAMSAR), Iran 1971                                                                                          |
| Food and Agriculture Organisation of the United Nations International Code of Conduct for Sustainable Fishing 1995                                                  |
| Guidelines for the Control and Management of Ships' Ballast Water to Minimise the Transfer of Harmful Aquatic Organisms and Pathogens (IMO) 1997                    |
| International Convention for the Prevention of Pollution from Ships (MARPOL), 1973/78                                                                               |
| International Convention on Prevention of Marine Pollution by Dumping of Wastes and other Matter, London 1972                                                       |
| Kyoto Declaration and Plan of Action on the Sustainable Contribution of Fisheries to Food Security 1997                                                             |
| South Pacific Regional Environment Program Protocol Concerning Co-Operation in Combating Pollution Emergencies in the South Pacific Region 1986                     |
| South Pacific Regional Environment Program Protocol for the Prevention of Pollution of the South Pacific Region by Dumping 1986                                     |
| The Jakarta Mandate on Marine and Coastal Biological Diversity 1995                                                                                                 |
| The United Nations Convention on the Law of the Sea (UNCLOS) 1982                                                                                                   |
| United Nations Agreement on Straddling Fish Stocks and High Migratory Fish Stocks 1992                                                                              |
| United Nations Commission on Environment and Development (UNCED) 1992                                                                                               |
| Agenda 21, chapter 17 (covering the protection and use of oceans seas and coastal areas) 1992                                                                       |
| United Nations Framework Convention on Climate Change 1992                                                                                                          |
|                                                                                                                                                                     |
| <b>Commonwealth (National/Federal)</b>                                                                                                                              |
| <i>Aboriginal &amp; Torres Strait Islander Heritage Protection Act 1984</i>                                                                                         |
| <i>Australia's Ocean Policy 1998</i>                                                                                                                                |
| <i>Australian Ballast Water Management Requirements (AQIS) 2001</i>                                                                                                 |
| <i>Endangered Species Protection Act 1992</i>                                                                                                                       |
| <i>Environment Protection and Biodiversity Conservation Act 1999</i>                                                                                                |
| <i>Environment Protection and Biodiversity Conservation Regulations 2000</i>                                                                                        |
| <i>Environment Protection (Sea Dumping) Act 1981</i>                                                                                                                |
| <i>Environment Protection (Sea Dumping) Regulations 1983</i>                                                                                                        |
| <i>Historic Shipwrecks Act 1976</i>                                                                                                                                 |
| <i>Historic Shipwrecks Regulations 1978</i>                                                                                                                         |
| <i>National Environment Protection (Assessment of Site Contamination) Measure 1999</i>                                                                              |
| <i>National Environment Protection Measures (Implementation) Regulations 1999</i>                                                                                   |
| <i>National Greenhouse Strategy 1998</i>                                                                                                                            |
| <i>National Standards for the Control of Major Hazard Facilities 2002</i>                                                                                           |
| <i>National Strategy for Ecologically Sustainable Development 1992</i>                                                                                              |
| <i>National Strategy for the Conservation of Australia's Biological Diversity 1986</i>                                                                              |
| <i>Ozone Protection and Synthetic Greenhouse Gas Management Act 1989</i>                                                                                            |

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| <i>Ozone Protection and Synthetic Greenhouse Gas Management Regulations 1995</i>            |
| <i>Protection of the Sea (Prevention of Pollution from Ships) Act 1983</i>                  |
| <i>Protection of the Sea (Prevention of Pollution from Ships) (Orders) Regulations 1994</i> |
| <i>Quarantine Act 1908</i>                                                                  |
| <i>Quarantine Regulations 2000</i>                                                          |
| <i>Whale Protection Act 1980</i>                                                            |
|                                                                                             |
| <b>State (Victoria)</b>                                                                     |
| <i>Archaeological &amp; Aboriginal Relics Preservation Act 1972</i>                         |
| <i>Archaeological &amp; Aboriginal Relics Preservation Regulations 2003</i>                 |
| <i>Catchment and Land Protection Act 1994</i>                                               |
| <i>Catchment and Land Protection Regulations 2002</i>                                       |
| <i>Coastal Management Act 1995</i>                                                          |
| <i>Conservation, Forests and Lands Act 1987</i>                                             |
| <i>Conservation, Forests and Lands (Contracts) Regulations 2000</i>                         |
| <i>Conservation, Forests and Lands (Infringement Notice) Regulations 2002</i>               |
| <i>Crown Land (Reserves) Act 1978</i>                                                       |
| <i>Emergency Management Act 1986</i>                                                        |
| <i>Emergency Management Regulations 2003</i>                                                |
| <i>Environmental Effects Act 1978</i>                                                       |
| <i>Environment Protection Act 1970</i>                                                      |
| <i>Environment Protection (Fees) Regulations 2001</i>                                       |
| <i>Environment Protection (Prescribed Waste) Regulations 1998</i>                           |
| <i>Environment Protection (Residential Noise) Regulations 1997</i>                          |
| <i>Environment Protection (Scheduled Premises &amp; Exemptions) Regulations 1996</i>        |
| <i>Environment Protection (Vehicle Emissions) Regulations 2003</i>                          |
| <i>Fences Act 1968</i>                                                                      |
| <i>Fisheries Act 1995</i>                                                                   |
| <i>Fisheries Regulations 1998</i>                                                           |
| <i>Flora and Fauna Guarantee Act 1988</i>                                                   |
| <i>Flora and Fauna Guarantee Regulations 2001</i>                                           |
| <i>Freedom of Information Act 1982</i>                                                      |
| <i>Freedom of Information Regulations 1998</i>                                              |
| <i>Health Act 1958</i>                                                                      |
| <i>Health (Pest Control) Regulations 1992</i>                                               |
| <i>Heritage Act 1995</i>                                                                    |
| <i>Heritage (General) Regulations 1996</i>                                                  |
| <i>Heritage (Historic Shipwrecks) (General) Regulations 2001</i>                            |
| <i>Heritage (Infringement Notice) Regulations 2002</i>                                      |
| <i>Heritage Rivers Act 1992</i>                                                             |
| <i>Industrial Waste Management Policy (Prescribed Industrial Waste) 2000</i>                |
| <i>Industrial Waste Management Policy (Protection of the Ozone Layer) 2001</i>              |
| <i>Industrial Waste Management Policy (National Pollution Inventory) 1998</i>               |
| <i>Industrial Waste Management Policy (Waste Acid Sulfate Soils) 1999</i>                   |
| <i>Land Act 1958</i>                                                                        |
| <i>Land Act Regulations 1996</i>                                                            |
| <i>Landlord and Tenants Act 1958</i>                                                        |
| <i>Landscape Setting Types for the Victorian Coast 1998</i>                                 |
| <i>Litter Act 1987</i>                                                                      |
| <i>Marine Safety Act 2010</i>                                                               |
| <i>Marine Safety Regulations 2012</i>                                                       |
| <i>National Environment Protection Council (Victoria) Act 1995</i>                          |
| <i>National Parks Act 1995</i>                                                              |

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| <i>National Parks (Park) Regulations 2003</i>                                                                                  |
| <i>Ombudsman Act 1973</i>                                                                                                      |
| <i>Pipelines Act 1967</i>                                                                                                      |
| <i>Planning and Environment Act 1987</i>                                                                                       |
| <i>Planning and Environment Regulations 1988</i>                                                                               |
| <i>Pollution of Waters by Oil and Noxious Substances Act 1986</i>                                                              |
| <i>Pollution of Waters by Oil and Noxious Substances Regulations 2002</i>                                                      |
| <i>Port Management Act 1995</i>                                                                                                |
| <i>Port Management (Local Ports) Regulations 2004</i>                                                                          |
| State Environment Protection Policy (Waters of Victoria) 1988                                                                  |
| State Environment Protection Policy (Groundwaters of Victoria) 1997                                                            |
| State Environment Protection Policy (The Air Environment) 1988                                                                 |
| State Environment Protection Policy (Air Quality Management) 2001                                                              |
| State Environment Protection Policy (Ambient Air Quality) 1999                                                                 |
| State Environment Protection Policy (Control of Noise from Commerce, Industry and Trade) No N-1 1989                           |
| State Environment Protection Policy (Prevention and Management of Contaminated Land) June 2002                                 |
| Victoria's Biodiversity: Directions in Management 1997                                                                         |
| Victoria's Biodiversity: Our Living Wealth 1997                                                                                |
| Victoria's Biodiversity: Sustaining Our Living Wealth 1997                                                                     |
| Victorian Coastal Strategy 2002                                                                                                |
| Victorian Heritage Strategy 2000-2005, 2000                                                                                    |
| Victorian Heritage Strategy: Shipwrecks 2000-2005, 2000                                                                        |
| <i>Water Act 1989</i>                                                                                                          |
| <i>Water Industry (Waterways Land) Regulations 2002</i>                                                                        |
| <i>Waste Management Policy (Ships' Ballast Water) 2004</i>                                                                     |
| <i>Whistleblowers Protection Act 2001</i>                                                                                      |
| <i>Whistleblowers Protection Regulations 2001</i>                                                                              |
| <i>Wildlife Act 1975</i>                                                                                                       |
| <i>Wildlife Regulations 2002</i>                                                                                               |
| <i>Wildlife (Whales) Regulations 1998</i>                                                                                      |
|                                                                                                                                |
| <b>Local/Regional</b>                                                                                                          |
| Colac Otway Shire Planning Scheme                                                                                              |
| Western Coastal Board Strategic Planning Strategy                                                                              |
|                                                                                                                                |
| <b>Associated Guidelines &amp; Standards</b>                                                                                   |
| A Guide to the Measurement and Analysis of Noise (EPA Victoria) 1991                                                           |
| A Guide to the Sampling and Analysis of Waters, Wastewaters, Soils and Waste (EPA Victoria) 2000                               |
| Aquatic and Recreational Signage Style Guide (Life Saving Victoria)                                                            |
| AS/NZS ISO 31000:2009 Risk management - Principles and Guidelines                                                              |
| AS/NZS ISO 14001:2004 Environmental Management Systems – Specifications with guidance for use                                  |
| Australian and New Zealand Guidelines for Fresh and Marine Water Quality (Environment Australia) 2000                          |
| Best Practice Guidelines for Waste Reception Facilities at Ports, Marina & Boat Harbours in Australia and New Zealand (ANZECC) |
| Bunding Guidelines (EPA Victoria) 1992                                                                                         |
| Cleaner Marinas: EPA guidelines for protecting Victoria marinas (EPA Victoria)                                                 |
| Code of Practice for the Control of Effluent from Service Stations (AIP) 1992                                                  |
| Code of Practice for the Design, Installation and Operation of Underground Petroleum Storage Tanks (AIP) 2002                  |

|                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Code of Practice for the Removal and Disposal of Underground Petroleum Storage Tanks (AIP) 1994                                               |
| Code of Practice – Septic Tanks On-Site Domestic Wastewater Management (EPA Victoria) 1996                                                    |
| Construction Techniques for Sediment Pollution Control (EPA Victoria) 1991                                                                    |
| Control of Erosion and Construction Sites (Solid Conservation Authority) 1987                                                                 |
| CS FP 001: 1995 Fire Emergency Response                                                                                                       |
| Disinfection of Treated Wastewater – Guidelines for Environmental Management (EPA Victoria) September 2002                                    |
| Dutch Guidelines 1986                                                                                                                         |
| Environment Auditor (Contaminated Land) – Guidelines for Issue of Certificates and Statements of Environmental Audit (EPA Victoria) June 2002 |
| Environment Guidelines for Major Construction Sites (EPA Victoria) 1996                                                                       |
| Groundwater Sampling Guidelines (EPA Victoria) 2000                                                                                           |
| Guidelines for Dredging 2001 (EPA Victoria) 2001                                                                                              |
| Guidelines for the Assessment and Management of Contaminated Sites (ANZECC) 1992                                                              |
| Guidelines on the Design, Installation and Management of Contaminated Sites (ANZECC) 1992                                                     |
| Guidelines on the Design, Installation and Management Requirements for Underground Petroleum Storage Systems (EPA Victoria) 2003              |
| HB 76.2004 Dangerous Goods – Initial Emergency Response Guide                                                                                 |
| Identification of PCB Containing Capacitors (ANZECC) 1997                                                                                     |
| National Pollution Inventory Guide) Environment Australia) 2000                                                                               |
| Noise Control Guidelines (EPA Victoria) 1992                                                                                                  |
| Protocol for Environmental Management – Domestic Ballast Water Management in Victorian State Waters (EPA Victoria) 2004                       |
| Protocol for Environment Management – Greenhouse Emissions and Energy Efficiency in Industry (EPA Victoria) 2002                              |
| Protocol for Environment Management: Minimum Control Requirements for Stationary Sources (EPA Victoria) 2002                                  |
| Siting and Design Guidelines for Structures on the Victorian Coast (Victorian Coastal Council) 1998                                           |
| Use of Reclaimed Water – Guidelines for Environmental Management (EPA Victoria) 2002                                                          |

**7.3 Internal / External Review and Update of Management Plans**

Port of Apollo Bay will undertake an internal review of the Safety and Environment Management Plan on an annual basis (scheduled to be completed by the end of each financial year).

The internal review will address the following:

- General currency of SEMP contents
- Progress in implementation of risk reduction measures
- Adequacy and performance of current controls
- The need to update any or all sections of the plan
- Assessment of changes to associated legislation and industry guidelines

Additional reviews will be considered whenever any of the following occur:

- Incidents and near miss incidents
- Changes to key legislation or regulations
- Changes in the nature, scale or extent of port activities

The annual review process will also involve liaison with tenants, licensees and key user groups as applicable.

Port of Apollo Bay will undertake an external, third party review of the Safety and Environment Management Plan on a triennial basis (every three years). This review will provide an independent assessment of the plan, drawing attention to any areas of concern and /or opportunities for improvement.

Port of Apollo Bay will establish an audit procedure outlining the programme and methodology for undertaking annual internal and triennial external reviews to ensure that planned arrangements are being implemented and participating staff are appropriately trained. Tenants, licensees and service providers will be encouraged to participate in the triennial review process.

#### **7.4 Incident Management Register**

Port of Apollo Bay has established a Risk / Event Report- (refer to Appendix II). Once complete the report must be actioned and details entered into the Risk / Event (Incident) Management Register and kept on file for a minimum of 7 years. The Risk / Event Report and Risk / Event (Incident) Management Register will be reviewed as part of the annual internal review process.

The incident management register will be modified after each incident to include the control measures implemented in response to the incident including the nomination of the person responsible for the implementation of the control measure.

## **8. Plan Endorsement**

This Apollo Bay Safety and Environment Management Plan is endorsed by:

1. CHIEF EXECUTIVE OFFICER  
COLAC OTWAY SHIRE COUNCIL
  - Name
  - Signature
  - Date
  
2. PORT OF APOLLO BAY  
MANAGER
  - Name
  - Signature
  - Date

The above signatories commit to the implementation of the plan and to the conduct of periodic reviews of the plan.

They also commit to co-operation and participation in the annual audit of the plan.

**9. Consultation Process Outline**

Ports throughout Australia and the world are under increasing pressure from urban communities to address safety, environmental and amenity impacts of port operations both within the port and at the port interfaces. Improved communication and understanding between Victoria’s ports, their communities and stakeholders is essential for the ongoing operation and sustainable long term development of Victoria’s ports.

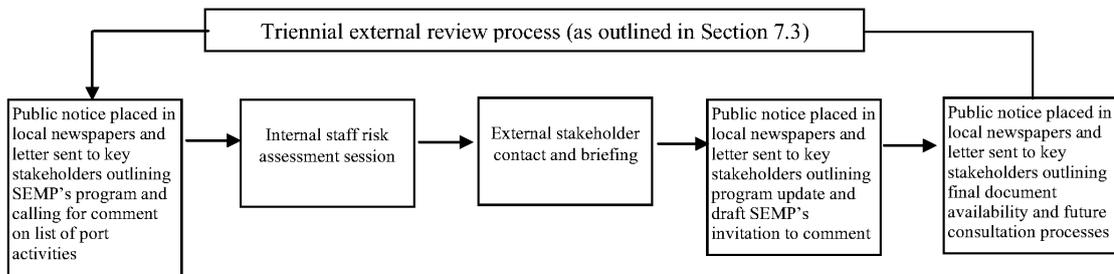
For the purposes of the Port of Apollo Bay SEMP, people affected by the plans are considered to be those persons and organisations that are or may potentially be impacted by port operations.

Examples include:

- Residents living near the port
- Community groups with an interest in port matters
- Colac Otway Shire
- Interested members of the public
- Adjacent sporting clubs and businesses
- Services providers, such as police and emergency service organisations.

Appropriate community consultation is an important ingredient in the effective management of potentially hazardous facilities, such as ports. Consultation methods need to be appropriate to the scale and nature of a ports operation.

Colac Otway Shire as the designated Port of Apollo Bay Port Manager implemented the following consultation process during the establishment of the SEMP:



In the development of the SEMP members of the Port of Apollo Bay Consultative Committee were provided with a draft of the plan for comment.

Public notices were placed in the following locally circulating publications seeking comment on the draft SEMP:

- Colac Herald
- Colac Otway Shire Newsletter
- Apollo Bay Community Newsheet
- Community Newsletters

Copies of the draft SEMP were also made available at the following community centers:

- Colac Otway Shire Offices, Colac
- Colac Otway Shire Customer Service Centre Apollo Bay
- Port of Apollo Bay Office
- Colac Otway Shire Web Site at [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au)

Staff risk assessment sessions were conducted during the development of the SEMP with significant input sought from both the Port Manager and Team Leader.

Copies of the draft SEMP were circulated to the following for review and feedback:

- Colac Otway Shire Council
- Apollo Bay Chamber of Commerce
- Victoria Police, Colac and Apollo Bay
- Apollo Bay Fisherman's Co-Operative
- Department of Transport
- Department of Sustainability and Environment
- Parks Victoria
- Victorian WorkCover Authority
- Transport Safety Victoria
- Southern Rural Water
- CFA Region 6
- Corangamite Catchment Management Authority

All comments received through the consultation process are assessed against the Ministerial Guidelines: Port Safety and Environment Management Plans (November 2012) for relevance, inclusion or omission.

A public notice was placed in locally circulating newspapers and newsletters and key stakeholders were notified of the final document's availability and given information regarding future consultation.

## **10. Publication and Availability of SEMP**

Copies of the SEMP are available for inspection and referral at:

- The Port of Apollo Bay Office
- The Shire of Colac Otway Customer Service Office, Apollo Bay
- The Shire of Colac Otway Customer Service Office, Colac
- The Colac Otway Shire Website - [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au)

## Appendix I – Definitions

### Consequence

The outcome of an event expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain. There may be a range or possible outcomes associated with an event.

### Control

The process of elimination or minimisation of risks.

### Event

An incident or situation, which occurs in a particular place during a particular time interval.

### Environment

Surroundings in which an organisation operates, including air, water, land and natural resources, flora, fauna, humans and their interaction.

### Environment aspect

Element of an organisation's activities, products or services that can interact with the environment.

### Environmental impact

Any change to the environment, whether adverse or beneficial, wholly or partially resulting from an organisation's activities, products or services.

### Environmental impact risk assessment

Overall process of identifying activities, products or services and estimating the magnitude and significance of risk and deciding what actions will be taken.

### Environmental objective

Overall environmental goal, arising from the Environmental Policy that the organisation has set itself to achieve and which is quantified where practicable.

### Environmental target

A detailed performance requirement, quantified where practicable, applicable to the organisation or parts thereof, that arises from the environmental objectives and that needs to be set and met in order to achieve those objectives.

### Frequency

A measure of the rate of occurrence of an event expressed as the number of occurrences of an event in a given time.

### Likelihood

Used as a qualitative description of probability or frequency.

### Probability

The likelihood of a specific event or outcome, measured by the ratio of specific events or outcomes to the total number of possible events or outcomes.

**Risk**

The chance of something happening that will have an impact upon objectives. It is measured in terms of consequence and likelihood.

**Risk management**

The culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects.

**Risk management process**

The systematic process of management policies, procedures and practices as applied to the tasks of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risk.

**Safety hazard**

A source or a situation with a potential to cause harm or loss in terms of human injury or ill-health, damage to property, damage to the environment, or a combination of these.

**Safety hazard risk assessment**

Overall process of identifying activities, products or services and estimating the magnitude and significance of risk and deciding what actions will be taken.

**Safety objective**

Overall environmental goal, arising from the Safety Policy that the organisation has set itself to achieve and which is quantified where practicable.

**Safety target**

A detailed performance requirement, quantified where practicable, applicable to the organisation or parts thereof, that arises from the safety objectives and that needs to be set and met in order to achieve those objectives.

**Appendix II – Risk / Event Report**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                    |                                                          |                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|----------------------------------------------------------|-------------------------|
| Risk / Event Report (RER 01)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                    |                                                          |                         |
| <p><b>Instructions</b></p> <ul style="list-style-type: none"> <li>■ This form is to be used by any Port of Apollo Bay staff member, contractor, tenant or licensee to report a current or potential hazardous situation, risk, safety related event that is or has the potential to affect staff, public, customers, equipment, property or the environment.</li> <li>■ If you are in any doubt, please submit a report.</li> <li>■ After completion, fax the report to the Harbour Team Leader – Fax: (03) 5237 6614</li> <li>■ If the event caused injury or was otherwise a serious incident, notify your supervisor and/or relevant emergency service immediately.</li> <li>■ Reports are regarded as confidential, and should not be discussed with uninvolved third parties.</li> <li>■ Your report should include as much information as possible and any suggestions you may have to rectify the problem.</li> <li>■ If the risk or the event caused injury to Port of Apollo Bay staff, a Port staff member must also complete the Injuries Register.</li> </ul> |                    |                                                          | Date Stamp              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                    |                                                          | Office Use Only<br>Ref: |
| Date: / /                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                    | Subject: <small>(e.g., Ship collided with wharf)</small> |                         |
| Priority: What is your assessment of the urgency of this issue? (tick relevant box)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Critical:          | Urgent:                                                  | Routine:                |
| Location:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                    | Time (24 hr):                                            |                         |
| Environment / Weather:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                    |                                                          |                         |
| Details: Describe below the details of the risk or event and related actions of personnel                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                    |                                                          |                         |
| Suggestions: Do you have any recommendations to rectify the problem or prevent recurrence?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                    |                                                          |                         |
| Person lodging report to enter details here                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Name:              | Signature:                                               | Date: / /               |
| Report received by Harbour Team Leader                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Name:              | Signature:                                               | Date: / /               |
| Department Manager or other Agency notified                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Department/Agency: | Acknowledgement Action: YES/NO                           | Date: / /               |
| Data entered into system register & report filed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Name:              | Signature:                                               | Date: / /               |

Appendix III – Orders and Appointments



MINISTER FOR CONSERVATION  
AND ENVIRONMENT

COMMITTEE OF MANAGEMENT  
COLAC - OTWAY SHIRE COUNCIL  
PORT OF APOLLO BAY

Under section 14(2) of the Crown Land (Reserves) Act 1978 I appoint Colac - Otway Shire Council as a committee of management over the reserved land described in the schedule hereunder.

Such appointment is to come into operation on 1 February 1996 and is subject to the council entering into a management agreement with the Secretary to the Department of Conservation and Natural Resources.

This appointment is in lieu of any previous appointments in respect of this area which are hereby revoked.

SCHEDULE

The reserved Crown land in the Township of Apollo Bay, Parish of Krambruk as shown bordered red on the plan marked "AB/32.4.95" attached to Department of Conservation and Natural Resources correspondence No. 94/1172 excluding Crown Allotments 18 and 19, Section 2, Township of Apollo Bay.

94/1172

The Hon. Mark Birrell M P  
Minister for Conservation and Environment

19 JAN 1996

280 Victoria Parade, Etta Melbourne, Victoria. Private: 504 12 East Melbourne, Victoria 3002. Tel: (03) 412 4004 Fax: (03) 437 6225



## Natural Resources and Environment

AGRICULTURE • RESOURCES • CONSERVATION • LAND MANAGEMENT

### COMMITTEE OF MANAGEMENT

#### PUBLIC PURPOSES RESERVE - APOLLO BAY

Under Section 14 of the Crown Land (Reserves) Act 1978 I hereby appoint, on behalf of the Minister for Conservation and Land Management, the Colac-Otway Shire Council as a committee of management of the land being Crown Allotment 20, Section 2, Township of Apollo Bay, Parish of Krambruk, temporarily reserved as a site for Public purposes by Order in Council of 15 December, 1998 vide Victoria Government Gazette of 17 December, 1998 page - 3096.

05-13233



Elizabeth O' Keeffe  
Executive Director  
Land Victoria  
(As delegate of the Minister for Conservation and Land Management)

LAND VICTORIA, 3740 VICTORIA PARADE EAST MELBOURNE 3002  
FACSIMILE (03) 9413 4742

Appendix III – Orders and Appointments (cont)



The Honourable Marie Tehau, MP

Minister for Conservation  
& Land Management

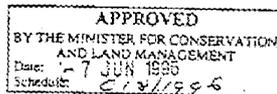
243 Victoria Parade,  
PO Box 41, East Melbourne, Victoria 3002, Australia  
Telephone: 03 9412 4004 Facsimile: 03 9417 6225

COMMITTEE OF MANAGEMENT

PORT OF APOLLO BAY

Under section 14 of the Crown Land (Reserves) Act 1978 I appoint the Colac-Otway  
Shire Council as a committee of management of the land being Crown Allotments 18  
and 19, Township of Apollo Bay, Parish of Krambruk temporarily reserved as a site  
for public purposes by Order in Council of 21 May, 1996.

05/94/1172



Hon. Marie Tehau, MP  
MINISTER FOR CONSERVATION  
and LAND MANAGEMENT

Victoria ON THE MOVE

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|                                                                      |           |
|----------------------------------------------------------------------|-----------|
| <i>PORT OF APOLLO BAY<br/>SAFETY AND ENVIRONMENT MANAGEMENT PLAN</i> | <b>50</b> |
|----------------------------------------------------------------------|-----------|

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**Appendix IV – Related Documentation**

Colac Otway Shire Environmental Plan

Colac Otway Shire Health and Safety Policy

Colac Otway Shire Municipal Emergency Management Plan

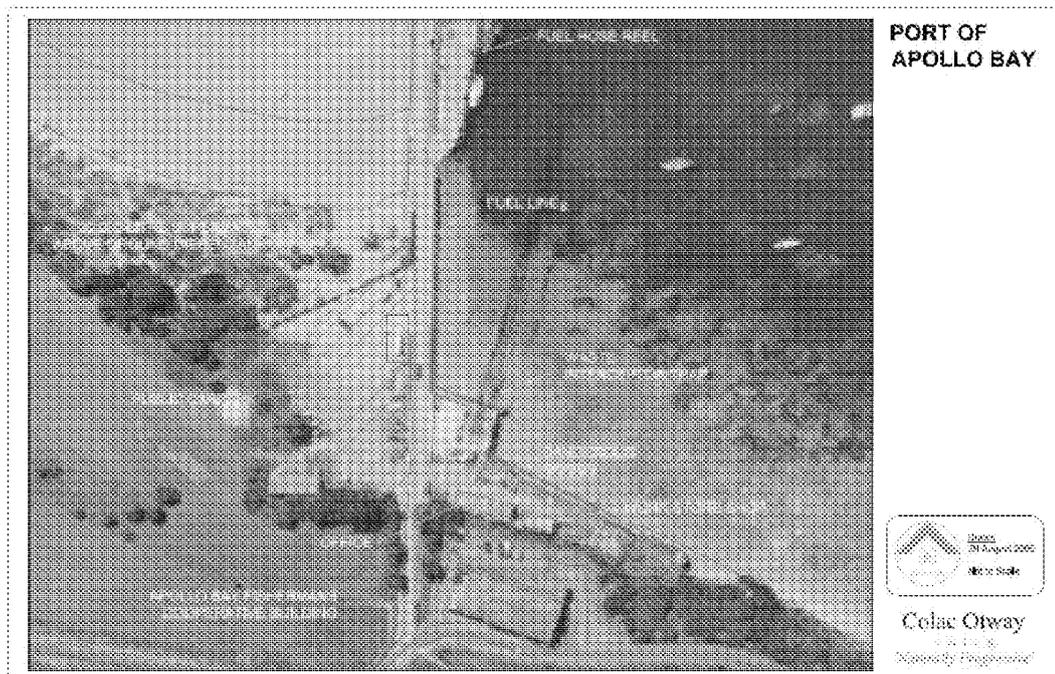
SafetyMap Audit Report 2011

~~Port of Apollo Bay Emergency Management Plan~~

Appendix V – Port of Apollo Bay Map 1



Appendix V – Port of Apollo Bay Map 2 - Enlargement



Appendix V – Port of Apollo Bay Map 3 – Aides to Navigation



*PORT OF APOLLO BAY*

*SAFETY AND ENVIRONMENT MANAGEMENT PLAN*

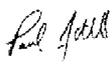
**54**

**Appendix VI – Internal Distribution List**

| <b>Copy No.</b> | <b>Organisation</b> | <b>Person/Position</b>               |
|-----------------|---------------------|--------------------------------------|
| 1               | Colac Otway Shire   | Port Manager                         |
| 2               | Colac Otway Shire   | Port Team Leader                     |
| 3               | Colac Otway Shire   | Customer Service centre – Colac      |
| 4               | Colac Otway Shire   | Customer Service Centre – Apollo Bay |
| 5               | Colac Otway Shire   | Web Site                             |
| 6               | DoT                 | Local Ports Officer                  |

Appendix VII – Certificates of Compliance

Port of Apollo Bay Safety Management Plan Certification

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| <b>PORT SAFETY MANAGEMENT PLAN</b><br><b>CERTIFICATE OF COMPLIANCE WITH PART 6A OF THE</b><br><b>PORT SERVICES ACT 1995</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                     |
| PORT:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Apollo Bay                                                                          |
| PORT MANAGER:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Colac Otway Shire                                                                   |
| CERTIFIED BY:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Paul Fridell                                                                        |
| <p>In accordance with Section 91E of the <i>Port Services Act 1995</i> (the Act), I hereby certify that the port manager nominated above has prepared a Safety Management Plan for the port or the part of the port, also nominated above, for which it is the responsible port manager under the Act, that:</p> <ol style="list-style-type: none"><li>1. Adequately provides for the matters required by s.91D of the <i>Port Services Act 1995</i>; and</li><li>2. Has been prepared in accordance with Ministerial Guidelines made under s.91G of the <i>Port Services Act 1995</i>.</li></ol> |                                                                                     |
| Certifier's Signature:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
| Date:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 31/08/05                                                                            |

Appendix VII – Certificates of Compliance (continued)

Port of Apollo Bay Environment Management Plan Certification

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| <b>PORT ENVIRONMENT MANAGEMENT PLAN</b><br><b>CERTIFICATE OF COMPLIANCE WITH PART 6A OF THE</b><br><b>PORT SERVICES ACT 1995</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                     |
| PORT:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Apollo Bay                                                                          |
| PORT MANAGER:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Colac Otway Shire                                                                   |
| CERTIFIED BY:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Paul Fridell                                                                        |
| <p>In accordance with Section 91E of the <i>Port Services Act 1995</i> (the Act), I hereby certify that the port manager nominated above has prepared an Environment Management Plan for the port or the part of the port, also nominated above, for which it is the responsible port manager under the Act, that:</p> <ol style="list-style-type: none"><li>1. Adequately provides for the matters required by s.91D of the <i>Port Services Act 1995</i>; and</li><li>2. Has been prepared in accordance with Ministerial Guidelines made under s.91G of the <i>Port Services Act 1995</i>.</li></ol> |                                                                                     |
| Certifier's Signature:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
| Date:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 31/08/05                                                                            |





# Colac Otway Shire

# Domestic Animal Management Plan

# 2013-2017

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## Part 1. STATUTORY REQUIREMENTS

A four year Domestic Animal Management Plan (DAM Plan) is a statutory requirement for every Victorian municipality under the *Domestic Animal Act 1994*. It is intended to provide Colac Otway Shire Council with a management plan for all dogs, cats and domestic animal businesses within the municipality. Colac Otway Shire Council's existing DAM Plan was adopted by Council in 2008. This current plan is expected to operate from 2013 through to the end of 2017.

The plan addresses responsible pet ownership and animal welfare by focussing on registration, identification, dog attacks, nuisance behaviour, dangerous, menacing and restricted breed dogs, and animal businesses. It also deals with Council's domestic animal control services, authorised officer training, emergency management and matters relating to the enforcement, compliance and evaluation of the Council's control measures.

The *Domestic Animal Act 1994* sets out the following requirements:

- 68A Councils to prepare domestic animal management plans
- (1) Every Council must, in consultation with the Secretary, prepare at 4 year intervals a domestic animal management plan.
  - (2) A domestic animal management plan prepared by a Council must—
    - (a) set out a method for evaluating whether the animal control services provided by the Council in its municipal district are adequate to give effect to the requirements of this Act and the regulations; and
    - (b) outline programs for the training of authorised officers to ensure that they can properly administer and enforce the requirements of this Act in the Council's municipal district; and
    - (c) outline programs, services and strategies which the Council intends to pursue in its municipal district—
      - (i) to promote and encourage the responsible ownership of dogs and cats; and
      - (ii) to ensure that people comply with this Act, the regulations and any related legislation;and
    - (iii) to minimise the risk of attacks by dogs on people and animals; and
    - (iv) to address any over-population and high euthanasia rates for dogs and cats; and
    - (v) to encourage the registration and identification of dogs and cats; and
    - (vi) to minimise the potential for dogs and cats to create a nuisance; and
    - (vii) to effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in that district and to ensure that those dogs are kept in compliance with this Act and the regulations; and
  - (d) provide for the review of existing orders made under this Act and local laws that relate to the Council's municipal district with a view to determining whether further orders or local laws dealing with the management of dogs and cats in the municipal district are desirable; and
  - (e) provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary; and
  - (f) provide for the periodic evaluation of any program, service, strategy or review outlined under the plan.
- (3) Every Council must—
- (a) review its domestic animal management plan annually and, if appropriate, amend the plan; and
  - (b) provide the Secretary with a copy of the plan and any amendments to the plan; and
  - (c) publish an evaluation of its implementation of the plan in its annual report.

## Part 2. INTRODUCTION

### 2.1 Colac Otway Shire – Brief Overview

The Colac Otway Shire is a rural community of approximately 20,000 people centred on the townships of Colac, Apollo Bay, Birregurra, Cressy and other smaller townships. The city of Colac has a population in excess of 10,000 and the next largest centre is Apollo Bay with a population of over 1000. Apollo Bay and the coastal area have a population that swells to over 10,000 in the holiday period. All other centres are small rural towns with populations of less than 1000. The Shire's economy centres on the beef, dairying, agricultural production and agro-forestry industries.

During the financial year (2011-2012) the Council registered 4961 dogs and 1536 cats. During this period 236 dogs were returned to their owners via pound release, 63 unclaimed or surrendered dogs were re-homed and unfortunately 38 dogs were euthanised as they were unsuitable or unable to be re-homed. 20 cats were returned to their owners and 98 were re-homed and 75 were euthanised. The 75 cats that were euthanised included diseased and feral cats. There were a total of 527 Impoundments for the year.

Since the mandatory introduction of micro-chipping of animals in 2007, many animals found at large are able to be reunited with an owner instead of being impounded. This applies to non habitual offenders and would account for in excess of 200 dogs being returned to owners without having to be impounded.

### 2.2 Local issues in Domestic Animal Management

The Colac Otway Shire has a number of issues relevant to domestic animal management within the shire. These have been identified by the Local Laws Team to be of particular concern and are:

- Lack of compliance in regard to registration of dogs and cats
- Dogs at large;
- Barking dog issues; and
- Nuisance and feral cats

### 2.3 Structure of this Plan

The structure of this plan is compliant with the 2012 Template provided by the Bureaus of Animal Welfare of the Department of Primary Industries.

*Part 1* of this DAM Plan outlines the legislative requirements for this Plan.

*Part 2* gives Council and the community a summary of the municipality, local issues in domestic animal management, a note on the previous Plan, existing controls and services, performance statistics, and the local priorities established.

*Part 3* identifies strategies, current situation, future objectives and service activities to be undertaken to achieve Council's priority goals over the next four years.

### 2.4 Consultation

There has been constant communication, consultation and interviews with stakeholders including Veterinary Clinics, RSPCA Geelong, Vic Rangers Web Site, South West Authorised Officers Group and the Department of Primary Industries (Bureau of Animal Welfare).

There is constant monitoring of the Colac Otway Shire merit system to identify problems and trends re complaints in regard to Domestic Animals.

The Domestic Animal Management Plan will be released for public comment prior to finalisation.

## 2.5 Previous Plan

In 2008, a DAM Plan was developed for the Colac Otway Shire Council. Council's existing comprehensive animal management services, outlined in part 2.6 below, operated under the now expiring DAM Plan. Council is now required to prepare a new four year DAM Plan.

The existing DAM Plan correctly focused Colac Otway Shire Council's limited resources on the key issues confronting the Shire. These included unregistered dogs and cats, dogs at large and dog attacks on people and livestock, cats – both wild and nuisance. These key issues have not altered and remain a priority for Colac Otway Shire Council. Immediate emergency call-out for all dog attack related incidents has been actively operating.

## 2.6 Existing Domestic Animal Controls

### 2.6.1 Domestic Animals Act

Council's authorised officers enforce the provisions of the *Domestic Animal Act* 1994 in relation to such matters as dogs and cats at large, dangerous and menacing dogs, restricted breed dogs, registration and identification, animal nuisance and registration of domestic animal businesses. There are multiple offences under the Domestic Animal Act 1994 and Council officers seek compliance of this legislation by advice and requests, official warnings, infringement notices and prosecution. It is important that compliance with all sections of the *Domestic Animal Act* 1994 is encouraged in the community, preferably by education rather than enforcement. Council undertakes extensive advertisements both in the print media and radio concerning animal compliance such as registration and nuisance offences.

### 2.6.2 Council Local Laws

Local Law number 2. (General) addresses animals at section 73 (Part 5) and this section requires person not to allow dog excrement to remain on a road or Council land and further requires persons to carry a suitable device to collect same when in charge of a dog on a road or Council land. Section 101 to 107 (Part 7) deals with the keeping of animals and section 105 specifically deals with the smell or noise that is created by animals that may be a nuisance.

Our current local law does not control the maximum numbers of domestic animals on certain size allotments and excess animal permits. This is currently being reviewed but is still to go through the required processes. A copy of the proposed amendments is as follows,

An *owner* or occupier of land must not without a permit:  
keep or allow to be kept any more in number for each type of *animal* as is set out in the following table:

|   | Animal                              | Property Size up to .25 (ha)                                                                                      | Property Size .25 (ha) to 1(ha) | Property Size 1 (ha) and above                                |
|---|-------------------------------------|-------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------------------------------------|
| a | Dogs                                | 3                                                                                                                 | 4                               | 5 (other than dogs kept for working stock/primary production) |
| b | Cats                                | 3                                                                                                                 | 4                               | 5                                                             |
| c | Poultry                             | 5                                                                                                                 | 10                              | No Permit Required                                            |
| d | Roosters                            | Permit Required                                                                                                   | Permit Required                 | No Permit Required                                            |
| e | Pigeons                             | 10                                                                                                                | 20                              | No Permit Required                                            |
| f | Sheep or Goats                      | Permit Required                                                                                                   | 8                               | No Permit Required                                            |
| g | Cattle/Horses & other large animals | Not Permitted                                                                                                     | 4                               | No Permit Required                                            |
| h | Pigs                                | Not permitted                                                                                                     | Permit Required                 | No permit required                                            |
| i | Reptiles                            | Subject to the issuing of a license by the Department of Sustainability & Environment (DSE) or relevant authority |                                 |                                                               |

### 2.6.3 Council Orders

Council has had an order made under Section 26 of the Domestic Animals Act 1994. It requires dogs to be under effective control by means of a chain, cord or leash in specified areas. The schedule to the Order lists the specific areas and a copy of the Order appearing in the Government Gazette is attached herewith.

## 2.7 Existing Domestic Animal Services

Colac Otway Shire through its Local Laws Department provides the following domestic animal services to the community:

- Registration and identification for domestic dogs and cats, including renewal follow-ups;
- Registration and identification of menacing and restricted breed dogs including renewal and random inspections;
- Dog attack (immediate response - including 24 hour emergency service) and dog at large (as available) call-out services;
- Cat trap hire services;
- Vehicle patrols and nuisance complaint response;
- Re-homing of unwanted or unclaimed pets;
- A domestic animal pound for impounded animals;
- Euthanasia services where no alternative occurs;
- Registration and audits of domestic animal businesses;
- Prevention of cruelty to animals authorisation and initial response for the RSPCA;
- Infringement notice system and where required, prosecution services; and
- Educational and informational services provided, as resources and opportunity allow.

## 2.8 Domestic Animal Management Statistics

### 2.8.1 Comments on table 1 (Below)

Council's key animal management statistics are provided in Table 1 (below). Colac Otway Shire Council's performance is compared to an average of several rural Councils (2011 Statistics), Victoria's major animal welfare agency, the RSPCA (2011 Statistics), Ten Like Councils (in Western Victoria 2008), the State average (2008 most recent figures available).

Recent 2011 statistics from rural Councils and the RSPCA, identify that Council is in line with the State average, we acknowledge further improvement relating to rehousing figures would be desirable. Council registration rates appear close to other areas. These numbers are based on a formula estimate, making it difficult to make comparisons on small differences.

### 2.8.2 Comments on Table 2 (Below)

Table 2 (below) compares the performance of Colac Otway Shire Council in 2006-7 at the commencement of the existing DAM Plan with the last full year figures of 2010-11.

It can be seen that impoundments have remained stable with a 4% increase in impounded dogs (291 up to 304) and a 22% reduction in the number of impounded cats (225 down to 175), there have been noticeable improvements on matters of animal welfare. Registration of both cats and dogs is lower, although this could be attributed to removing deceased and relocated animals from the data base.

There has been a pleasing decrease in the percentage of euthanised dogs from 46 to 21 (from 16% to 6.9%) and a significant decrease of cats euthanised from 176 to 147 (78% to 39%). The statistics relating to cat euthanasia include diseased and feral cats which have no prospect of re housing. Colac Otway Shire now has a relationship with one of the local Veterinarian Practices which has a Cat Adoption program and as a result many of the cats from the pound are rehoused through this program. It is expected this will result in an extra number of about 60-80 cats being rehoused. In the period October 2011 to September 2012, 72 cats were rehoused via this program. Feral and diseased cats should not factor in the statistic as they cannot be re-housed and only serve to distort the true figures and efforts by Council.

There were 5 prosecutions for dog attacks on animals undertaken in 2010-2011 and all were successful.

It should be noted that during this period there were staff changes, increased responsibilities in Local Laws, and training of new staff has occurred.

### 2.8.3 Comments on Table 3 (Below)

Table 3 (below) indicates the actual numbers for various categories for the Colac Otway Shire for 2012 and have been used as a benchmark for the targets of the identified priorities for the animal management program.

## 2.9 Summary Comments

Being a smaller rural council, Colac Otway Council animal management services continue to be under pressure due to resourcing issues. Registration numbers appear to be stable along with offences of dogs at large. In 2012 there was a concerted effort in regard to compliance for unregistered animals and a substantial number of infringements issued to identified owners. Immediately following this it was found there was a substantial drop in offences of dogs at large with impoundments falling dramatically.

Priority actions identified from Table 1 and 2 include increased focus on welfare outcomes for impounded animals, including return to owner which has been maintained and re-housing options which have improved, in particular the number of cats rehoused. There has been an on-going focus on dogs at large, a more rigorous enforcement program, better education and positive incentive programs to achieve greater compliance.

**Table 1 Animal Management Statistics**

|                                         | Colac Otway Shire 2010-2011                                  | Average selected rural Councils 2011 <sup>@</sup> | RSPCA All Sites 2011 | Ten Like western Victorian Councils 2008 <sup>#</sup> | State Average 2008 - Latest Figures (Includes-Metro Stats) |
|-----------------------------------------|--------------------------------------------------------------|---------------------------------------------------|----------------------|-------------------------------------------------------|------------------------------------------------------------|
| Population                              | 20,578                                                       | 34,882                                            | N/A                  | 9,887                                                 | 58,400                                                     |
| Area                                    | 3,433km <sup>2</sup>                                         | 2,695 km <sup>2</sup>                             |                      | 3,865 km <sup>2</sup>                                 | 3,200                                                      |
| No. of Households                       | 8179                                                         | 18,014                                            |                      |                                                       |                                                            |
| No. of EFT Authorised Officers (4 x50%) | 2                                                            |                                                   |                      | 1.83                                                  | 2.98                                                       |
| Hours training per EFT p.a.             | 50                                                           | N/A                                               |                      | 38                                                    | 62                                                         |
| No. of registered dogs. 2010-2011       | 4821 (102%)                                                  | 5,845 (73%)                                       |                      | 2,404 (90%)                                           | 7,384                                                      |
| Estimated owned dog population *        | 4711                                                         | 7,955                                             |                      | 2,685                                                 | 576 per 1000 households                                    |
| No. of registered cats 2010-2011        | 1485(47.5%)                                                  | 1,400 (25%)                                       |                      | 689 (53%)                                             | 3,324                                                      |
| Estimated owned cat population *        | 3126                                                         | 5,572                                             |                      | 1,295                                                 | 382 per 100 households                                     |
| No. of registered declared dogs         | Restricted breed dogs<br>Dangerous dogs<br>Menacing dogs x 4 |                                                   |                      | 1.1                                                   |                                                            |
| No. of Infringements issued             | 134 (2.1%)                                                   | 590 (8%)                                          |                      |                                                       | 2% of registered animals                                   |
| No. of prosecutions completed in        | 8                                                            |                                                   |                      | 1.3                                                   | N/A                                                        |
| No. of successful prosecutions          | 8                                                            |                                                   |                      | 1.3                                                   | N/A                                                        |
| No. of impoundments (dogs).             | 304                                                          | 516                                               | 16,872               | 132                                                   | 485                                                        |
| No. of dogs returned to owner           | 245(80.6%)                                                   | 335 (65%)                                         | 8,851 (81%)          | 67 (51%)                                              | 53.0%                                                      |
| No. of dogs rehoused                    | 38(12.5%)                                                    | 80 (15%)                                          | 4,665 (27%)          | 18.5 (14%)                                            | 13.0%                                                      |
| No. of dogs euthanised                  | 21(6.9%)                                                     | 100 (19%)                                         | 2,893 (17%)          | 46.9 (36%)                                            | 34.0%                                                      |

|                               |           |           |             |            |       |
|-------------------------------|-----------|-----------|-------------|------------|-------|
| No. of impoundments (cats)    | 175       | 238       | 14,885      | 116.1      | 269   |
| No. of cats returned to owner | 10(5.7%)  | 29 (12%)  | 819 (5%)    | 12 (10.3%) | 11.5% |
| No. of cats rehoused          | 18(10.3%) | 22 (30%)  | 4,668 (31%) | 18 (15.5%) | 15.5% |
| No. of cats euthanised        | 147(84%)  | 140 (59%) | 8,527 (55%) | 91 (78%)   | 73.0% |

**Notes on Table 1**

Blank spaces mean figures are not available or not applicable.

\*Department of Primary Industry has developed a formula for calculating the numbers of domestic animals per household to assist in calculating domestic animal numbers to be registered with Council.

**DPI Formula**

Number of dwellings X 1.44 X 40% for dogs.

Applied to Colac Otway Shire

8179 X 1.44 X 40%= 4711.

Actual Registered Dogs = 4961(2011-12)

Number of dwellings X 1.47 X 26% for cats.

8179 X 1.47 X 26%= 3126.

Actual Registered Cats = 1536(2011-12)

#Statistics from Harlock and Jackson's 2008 survey (including BIS Shrapnel report of 2006) as in DAM Plan of 10 western Victorian Councils, including Colac Otway Shire Council. This survey matches the latest state figures available (July 2012 correspondence from Bureau of Animal Welfare, DPI).

@Latest 2011 statistics obtainable from the following rural Councils: Campaspe and Bass Coast Staffing and Organisational Structure are provided within the document.

**Table 2 Colac Otway Shire 2007 to 2011 compared**

|                                  | Colac Otway Shire 2006-7 | Colac Otway Shire 2010-2011 | Difference     |
|----------------------------------|--------------------------|-----------------------------|----------------|
| No. of registered dogs.          | 4912                     | 4821                        | Minus 2%       |
| Estimated owned dog population * | 3600                     | 4711                        | Plus 31%       |
| No. of registered cats           | 1769                     | 1485                        | Minus 16%      |
| Estimated owned cat population * | 2400                     | 3126                        | Plus 30%       |
| No. of registered declared dogs  | 4                        | 14                          | 250%           |
| No. of prosecutions completed in | 0                        | 8                           |                |
| No. of successful prosecutions   | 0                        | 8                           |                |
| No. of impoundments (dogs).      | 291                      | 304                         | Plus 4.5%      |
| No. of dogs returned to owner    | 219                      | 245                         | Plus 11.9%     |
| No. of dogs rehoused             | 26                       | 38                          | Plus 46%       |
| No. of dogs euthanised           | 46                       | 21                          | Decrease 54%   |
| No. of impoundments (cats)       | 225                      | 175                         | Decrease 22%   |
| No. of cats returned to owner    | 26                       | 10                          | Decrease 62%   |
| No. of cats rehoused             | 23                       | 18                          | Decrease 22%   |
| No. of cats euthanised           | 176                      | 147                         | Decrease 16.5% |

**Table 3 Colac Otway Shire Council 2011 – 2012**

| Activity                                        | Total Number |
|-------------------------------------------------|--------------|
| Number of registered dogs                       | 4961         |
| Number of registered cats                       | 1536         |
| Number of reported dog on dog attacks           | 11           |
| Number of reported dog on people attacks        | 5            |
| Number of reported dog on livestock attacks     | 1            |
| Number of reported cats wandering at large      | N/A          |
| Number of reported dogs wandering at large      | N/A          |
| Number of wild cats caught or reported          |              |
| Number of registered animal breeding businesses | 3            |

## 2.10 Priorities in Domestic Animal Management

Council's priorities were made clear in community, stakeholder and internal consultation. The Council's statistical performance relative to neighbouring and like Councils, State Averages and the RSPCA reinforces these priorities. Despite limited resources and a large geographical area, the following priorities were identified for the period of the new DAM Plan.

- To Improve animal management officer training;
- To decrease number of unregistered dogs and cats;
- To decrease dogs and cats wandering at large;
- To decrease wild cat population;
- To encourage de sexing of domestic animals;
- To decrease the risks of attacks by dogs on people and animals;
- To decrease the euthanasia rates for dogs and cats;
- To ensure registration of all domestic animal businesses; and
- To monitor, evaluate and report performance.

These priorities underlie Part 3 of this Plan, the Action Plan (which uses the 2012 template provided by The Animal Welfare Bureau of the Department of Primary Industries). Measurable and achievable targets, as well as proposed implementation actions are given in the Four Year Action Plan in Part 3.

## Part 3. ACTION PLAN

The following 4 year Action Plan is structured according to the 2012 Template provided by the Bureau of Animal Welfare or the Department of Primary Industries. The Action Plan is focused on the following nine areas:

- Training of Officers;
- Registration and Identification of animals;
- Nuisance animals;
- Dog attacks;
- Dangerous, Menacing and Restricted Breed Dogs;
- Overpopulation and high Euthanasia;
- Domestic Animals Businesses;
- Other matters (Emergency Management Plans); and
- Annual Review of Plan and Annual Reporting.

Colac Otway Shire is a rural Council with limitations on resources. Each of Council's Animal management staff have many other responsibilities, both administrative and in the community, including Local Laws, Parking enforcement, Livestock compliance, Environment Protection compliance, Permit processing and Prosecution duties. In part 2 of this plan the number of Officers are described as 4 Officers who spend half their time on Domestic Animal Management. This equates to 2 full time Domestic Animal Management Officers (Table 1).

The heavily committed Local Laws Unit has limited opportunity and resources to undertake additional service activities. Maintaining the existing services is of itself an ongoing challenge.

This Action Plan is targeted to provide the maintenance and improvement of basic animal management services and controls within the municipality as outlined in the priorities identified in Part 2.9 above.

### 3.1 TRAINING OF AUTHORISED OFFICERS

This section outlines programs for the training of authorised officers to ensure that they can properly administer and enforce the requirements of this Act in the Council's municipal district.

Compliant with 68(A)(2)(b) of the Domestic Animals Act 1994.

### **3.1.1 CURRENT SITUATION**

All Animal Management Officers are suitably qualified and all hold a Certificate IV in Animal Control and Regulation and a Certificate IV in Statutory Compliance. Two officers have extensive history and experience with the Victoria Police with over 53 years combined experience including a combined period of 35 years as qualified Detectives.

One officer has in the past Domestic Animal Management Plan period completed a Diploma of Government (Investigations) and successfully completed the Court Procedure and Prosecutors Course conducted by Associated Training Consultants. Officers have a diverse background in a variety of fields such as Dairying, Beef farming, Dog Breeding and horse handling/training.

Officers are members of the Vic Rangers group and actively participate and access the educational and problem solving web site in order to deal with a variety of situations. Officers also attend conferences conducted by the South West Authorised Officer Group that are educational and informative with a variety of presentations and many guest speakers.

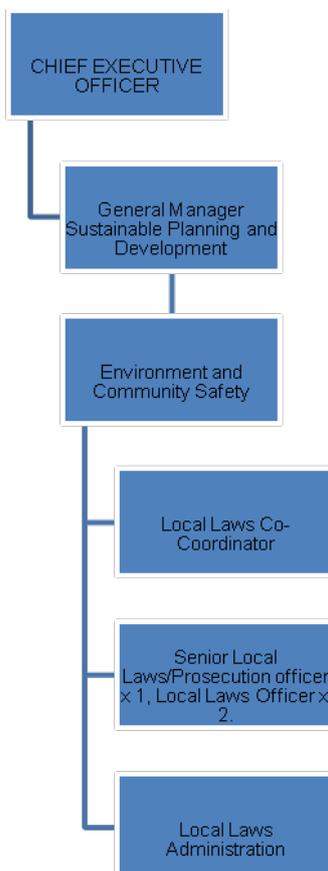
Below is the current organisational structure and the list of relevant staff

#### **Staff**

Local Laws Co Coordinator (1)  
Local Laws Officers (3)  
Local Laws Administration (1.2)

Duties of all officers include responsibilities under a large variety of legislation. Domestic Animal Management services forms only a part of each role. These responsibilities includes Local Laws, parking control, Livestock controls, Litter controls, footpath permits, Infringement prosecutions, administration duties, operation of the pound, fire prevention , and numerous other activities.

**COLAC OTWAY SHIRE’S – ANIMAL MANAGEMENT STAFFING & OPERATIONAL STRUCTURE**



**3.1.2 CURRENT AND PLANNED TRAINING**

| Authorised Officer Training - Basic                                                                                      | 2012                  | Planned (state when)      |
|--------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------------|
| Certificate IV in Animal Control and Regulation (RUV40104)<br>Officer 1<br>Officer 2<br>Officer 3<br>Officer 4           | All staff Qualified   |                           |
| OH&S training – dealing with aggressive customers<br>Officer 1<br>Officer 2<br>Officer 3<br>Officer 4                    | Provided to all staff | Ongoing and when required |
| Customer service training – conflict resolution, telephone speak<br><br>Officer 1<br>Officer 2<br>Officer 3<br>Officer 4 | Provided to all staff | Ongoing and when required |

|                                                                                                                   |                                                             |                                                          |
|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------------|
| Bureau of Animal Welfare – training and information days<br>Officer 1<br>Officer 2<br>Officer 3<br>Officer 4      | Training and information days attended to by selected staff |                                                          |
| Induction program for new staff<br>Officer 3                                                                      | Provided and completed                                      |                                                          |
| Diploma in Government (Investigations) PSP51704<br>Officer 2                                                      | Qualified                                                   |                                                          |
| Certificate IV in Government (Statutory Compliance) PSP 41404<br>Officer 1<br>Officer 2<br>Officer 3<br>Officer 4 | Qualified<br>Qualified<br>Qualified<br>Qualified            |                                                          |
| Industry training – time management<br>Officer 1<br>Officer 2<br>Officer 3<br>Officer 4                           | Provided to all staff                                       |                                                          |
| Court Procedure and Prosecutors Course – Associated Training Consultants<br>Officer 2                             | Qualified                                                   |                                                          |
| Canine Anatomy and Identification Training Day<br>Officer 2                                                       | Attended                                                    | Other Officers to attend available courses during 2013-4 |

### 3.1.3 OUR PLANS

**Objective 1:** Council will maintain the current skills and qualifications of Authorised Animal Management Officer and will encourage further study and enhancement of current skills and qualifications and where opportunity exists attend relevant courses, conferences and seminars

| Activity                                                                                                                                                          | When                       | Evaluation                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Review and Benchmark Current training levels<br>Provide relevant training as identified/required in consultation with Manager of Environment and Community Safety | Dec 2013 and then annually | Evaluation/Report – Measure and report on results<br>The annual review of this plan and the benchmarking with others will assist in identifying required or improved skills or qualifications relevant to the position |
| Community – Ensure Best Practice is applied to improve customer relations<br>Aim to improve/enhance customer relations                                            | Dec 2013 and then annually | Evaluation/Report- Monitor, record and report on results                                                                                                                                                               |

|                                                                                                                                                           |                                   |                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Workload –<br/>Identify a relevant and sustainable workload within the limitations of the resources available<br/>Develop a relevant training Plan</p> | <p>Dec 2013 and then annually</p> | <p>Evaluation/Report-<br/><br/>Monitor, record and report on results<br/>The annual review of the plan will identify shortfalls in the ability to deliver the required service by the Officers and what additional training is required</p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## 3.2 REGISTRATION AND IDENTIFICATION

This section outlines programs, services and strategies to encourage the registration and identification of dogs and cats.

Compliant with Section 68A(2)(c)(v) of the Domestic Animals Act 1994, - also addresses 68A(2)(a),(c)(i),(c)(ii),(d),(f)

### 3.2.1 CURRENT SITUATION

#### 3.2.1.1 Our current data

Colac Otway Shire Council 2007 to 2011 compared (see full Table in Part 2.8 above)

|                                | Colac Otway Shire<br>2006-7 | Colac Otway Shire<br>2010-2011 | Difference |
|--------------------------------|-----------------------------|--------------------------------|------------|
| No. of registered dogs.        | 4912                        | 4821                           | - 2%       |
| Estimated owned dog population | 3600                        | 4711                           | +30.86%    |
| No. of registered cats         | 1769                        | 1485                           | -16%       |
| Estimated owned cat population | 2400                        | 3126                           | +30%       |

#### 3.2.1.2 Our current Orders, Local Laws, Council Policies and Procedures

Council has no Orders or Local Laws relevant to the registration of cats and dogs. Council's current controls are under the Domestic Animals Act 1994, Council currently provides:

- Registration and identification for dogs and cats, including renewal follow ups;
- Registration and identification of menacing and restricted breed dogs including renewal and random inspections;

#### 3.2.1.3 Our current Education/Promotion Activities

Council currently provides education and information services in the following manner:

- Advertisements in the local print media and local radio
- Animal information pamphlets made available at local events/shows/fairs
- Information pamphlets/packages available at Council Offices/Pound
- Direct communication and interaction by Authorised Officers with the Community
- Responsible Pet Education program was delivered to 10 schools/kindergartens during 2011 as arranged by the Colac Otway Shire in conjunction with the Bureau of Animal welfare

#### 3.2.1.4 Our current Compliance Activities

Council currently provides:

- Renewal follow-ups for registration and identification for domestic dogs and cats;
- Vehicle patrols re dogs at large;
- Nuisance complaint response and investigation;
- Domestic animal pound facility;
- Cat trap hire services;
- Infringement notice system;
- Prosecution service for infringement offences;

### 3.2.1.5 Summary

Registration of animals in 2007 to 2011 shows a marginal decrease in dogs of 2%, however it is noted in our previous DAM plan the number of dogs registered was 4828 but by the time the levy payable to the Department of Primary Industries (Bureau of Animal Welfare) was paid it was levied on 4870 dogs. The number of registered cats has decreased from 1769 (2007) to 1485 (2011). This is a decrease of 16%.

Whilst using the accepted formula to forecast the number of dogs within the shire it shows that we have a compliance rate of 102% in respect of dog registrations, albeit it appears very good it is widely accepted that we still have many unregistered dogs particularly in the rural and remote areas.

Using the accepted formula to forecast the number of cats within the shire it shows we have a compliance rate of 47.5% which is comparable to other Councils.

Many departed and deceased animals have been removed from the system as a result of follow up inspections and inquiries. This could account for the reduction in numbers.

Council plans from now include maintaining a greater level of enforcement commenced in 2012, broader and effective community education and positive incentive programs to achieve greater compliance

## 3.2.2 OUR PLANS

**Objective:** To increase number of registered dogs and cats

| Activity                                                                                                                                                                                                          | When                          | Evaluation                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Benchmark<br>2012 - 4961 dogs and 1536 cats<br>Evaluate against other comparative shires                                                                                                                          | Dec 2016                      | Check records and measure results                                                                                                                                                                                                           |
| Community<br>Door Knocks<br>Random inspections<br>Targeted inspections                                                                                                                                            | Dec 2013<br>then annually     | Check records and measure results                                                                                                                                                                                                           |
| Promotion/publicity<br>Media Articles<br>On hold messages<br>Mail outs<br>Website updates<br>Distribution of pamphlets/flyers                                                                                     | Dec 2013                      | Number of media articles<br>Record mail outs<br>Number of web site updates<br>Record relevant distribution of pamphlets and fliers and information packages<br>Check record and measure results                                             |
| Education<br>Continue an incentive/education program in conjunction with Shire Staff, school communities, DPI and interest groups (Pet Education Program)                                                         | Dec 2013 and<br>then annually | Work with identified groups to continue incentive/education program<br>Set a target number of schools/kindergartens to be visited annually<br>Support and develop this program in partnership with the DPI<br>Measure and report on results |
| Enforcement<br>Random and planned inspections<br>Reminder notices<br>Conduct investigations and regular patrols<br>Seek compliance of this legislation by official warnings, infringement notices and prosecution | Dec 2013, then<br>annually    | Planned inspections for compliance and non-renewal<br>Maintain Official warning register<br>Continue to support prosecution of unpaid infringement offences<br>Measure and report on results                                                |

## 3.3 NUISANCE

This section outlines programs, services and strategies to minimise the potential for dogs and cats to create a nuisance.

Compliant with section 68A(2)(c)(vi) of the Domestic Animals Act 1994 - also addresses 68A(2)(a),(c)(i),(c)(ii),(d),(f)

### **3.3.1 CURRENT SITUATION**

#### **3.3.1.1 Our current data**

Colac Otway Shire 2007 to 2011 compared (see full Table in Part 2.8 above)

|                                  | <b>Colac Otway Shire<br/>2006-7</b> | <b>Colac Otway Shire<br/>2010-2011</b> | <b>Difference</b> |
|----------------------------------|-------------------------------------|----------------------------------------|-------------------|
| No. of registered dogs.          | 4912                                | 4821                                   | Decrease 2%       |
| Estimated owned dog population   | 3600                                | 4711                                   | Increase 31%      |
| No. of registered cats           | 1769                                | 1485                                   | Decrease 16%      |
| Estimated owned cat population   | 2400                                | 3126                                   | Increase 30%      |
| No. of registered declared dogs  | 4                                   | 14                                     | 250%              |
| No. of prosecutions completed in | 0                                   | 8                                      |                   |
| No. of successful prosecutions   | 0                                   | 8                                      |                   |
| No. of impoundments (dogs).      | 291                                 | 304                                    | Increase 4%       |
| No. of dogs returned to owner    | 219 (75%)                           | 245                                    | Increase 12%      |
| No. of impoundments (cats)       | 225                                 | 175                                    | Decrease 22%      |
| No. of cats returned to owner    | 26 (12%)                            | 10                                     | Decrease 62%      |

#### **3.3.1.2 Our current Orders, Local Laws, Council Policies and Procedures**

Council has an order made under Section 26 of the Domestic Animals Act 1994, it requires dogs to be under effective control by means of a chain, cord or leash in a specified area. The areas are listed in the notice in the Government Gazette G 49 dated 8 December 2005 - 2851. Support documents are attached herewith.

Local Law number 2. (General) addresses animals at section 73 (Part 5) and this section requires person not to allow dog excrement to remain on a road or Council land and further requires persons to carry a suitable device to collect same when in charge of a dog on a road or Council land. Section 101 to 107 (Part 7) deals with the keeping of animals and section 105 specifically deals with the smell or noise that is created by animals that may be a nuisance.

Our current local law does not control the maximum numbers of domestic animals on certain size allotments and excess animal permits. This is currently being reviewed but is still to go through the required processes.

#### **3.3.1.3 Our current Education/Promotion Activities**

Council currently undertakes the following educational and promotional activities in support of nuisance offences:

- Advertising in the print media
- Distribution of specific educational packs relating to nuisance offences
- Use of on-hold messages and Council's website to inform pet owners
- Education and information services provided, as resources and opportunity allow
- Dog excrement bag dispensers located in high dog activity areas

#### **3.3.1.4 Our current Compliance Activities**

Council treats the issue of animal nuisance very seriously. The type of complaints regularly received are dogs at large, dogs barking (Noise complaint), dogs fouling nature strips/footpaths and feral cat problems. Council currently undertakes the following compliance activities in support of nuisance offences:

- Vehicle patrols and nuisance complaint response;
- Dog attack (Immediate response – 24 hour – After hours – On Call Officer)
- Dog at large (After hours call out – discretionary attendance)
- Registration and identification of menacing and restricted breed dogs including renewal and door knocks;
- Cat trap hire service
- Prevention of cruelty to animals authorisation and initial response to complaints on behalf of the RSPCA
- Infringement Notice System
- Prosecution Services
- Domestic Animal Pound for impounded animals

#### **3.3.1.5 Summary**

The majority of complaints received by Council relate to dogs at large, and barking dog complaints. A check of the Council complaint register identified 56 complaints in the period July 2011 to June 2012 for barking dog complaints. The feral/abandoned, unwanted and unregistered cat population also register considerable complaints. Since the installation of dog excrement bags via dispensers in areas of high traffic by dogs there has been a noticeable compliance with the cleaning up of dog excrement.

The issue of dogs at large are quickly resolved either by returning the dog home or impoundment and consideration for an infringement for a dog at large which currently stands at \$211.00.

The issue of noise complaint by barking dogs is difficult to police, requires an extensive investigation and quite often the complainant/s are reluctant to become involved in a court process. Many complainants do not wish to be identified and the penalty by way of infringement is minimal. Council has developed a barking dog package for the information of complainants and offending owners alike. Council guidelines advise on how the complaint will be handled.

### **3.3.2 OUR PLANS**

To reduce the number of dogs and cats at large and develop a better process for dealing with barking dog complaints.

The issue of dogs at large presents problems of dog attacks on other animals, livestock and persons. They can also cause a serious incident when wandering on roads. Considerable time and resources are deployed by Council addressing this problem. Many people have an absolute fear of dogs and the mere sight of a dog at large can cause fear and panic to many people whether warranted or not.

The issue of cats wandering and feral cats is the subject of many complaints due to the fouling of gardens/yards, attack on their own cat by the offending cat, destruction of wildlife and spread of disease.

Council will ensure the community is educated on the importance of animal confinement and information packages/pamphlets will be made available from Council offices and other relevant locations.

**Objective 1: Reduce number of dogs and cats at large**

| <b>Activity</b>                                                                                                                                                                                                                                                   | <b>When</b>                 | <b>Evaluation</b>                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Benchmark against other comparative Councils reports of animals at large for period 2011-2012                                                                                                                                                                     | Dec 2013, and then annually | Measure and report on results                                                                                                                                   |
| Community<br>Advise owners by way of documentation (Pamphlets/flyers)<br>Documentation to be given to owners on return of dogs found at large (Not impounded)<br>Documentation to be provided to owners when dogs released from pound.                            | Dec 2013, and then annually | Measure and report results in annual review of this plan                                                                                                        |
| Education<br>Maintain Responsible pet ownership programs within schools and kindergartens<br>Establish relationship with Dog Obedience Club/Dog Trainers and Dog walkers and have information disseminated by same.<br>Provide relevant information to new owners | Dec 2013, and then annually | Record number of visits to schools and kindergartens<br>Evaluate work with identified groups<br>Information sent to new owners<br>Measure and report on results |
| Publicity and Promotion<br>Media articles<br>Mail out with Council rates<br>Website update<br>On hold messages<br>Distribute relevant flyers and pamphlets<br>Establish relationship with local vets re responsible ownership                                     | Dec 2013, and then annually | Record media articles<br>Mail outs achieved<br>Web site information<br>Vet assistance regarding issue<br>Measure and report on results                          |
| Enforcement<br>Official Warnings<br>Regular patrols for offences and also as deterrent<br>Gain compliance by official warnings, infringements and prosecution where required                                                                                      | Dec 2013, and then annually | Compare number of offences from 2012<br>Number of warning issued<br>Number of infringements issued<br>Number of prosecutions<br>Measure and report on results   |

**Objective 2: Improved response and outcomes to barking dog complaints**

| <b>Activity</b>                                                                                                                                                                                                                          | <b>When</b>                | <b>Evaluation</b>                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Benchmark against comparative shires<br>56 recorded complaints in 2011-2012                                                                                                                                                              | Dec 2013 and then annually | Measure and report on results                                                                                                                                             |
| Community<br>Direct interaction with complainants and offending parties regarding compliance                                                                                                                                             | Dec 2013 and then annually | Measure and report on results                                                                                                                                             |
| Education<br>Develop an educational package for distribution by Council to complainants and offending parties for benefits and advice                                                                                                    | Dec 2013 and then annually | Measure and report on results                                                                                                                                             |
| Promotion / Publicity<br>Media articles<br>On hold messages<br>Mail-outs with registration renewals<br>Issue specific flyers, pamphlets and information packages<br>Use local vets to encourage and educate re responsible pet ownership | Dec 2013 and then annually | Record number of media releases<br>Mail-out data<br>Development of information kit<br>Access relationship between Council and Local vets<br>Measure and report on results |
| Enforcement<br>Official Warnings<br>Infringements<br>Prosecutions                                                                                                                                                                        | Dec 2013 and then annually | Measure and report on results                                                                                                                                             |

### 3.4 Dog Attacks

This section outlines programs, services and strategies to minimise the risk of attacks by dogs on people and animals.

Compliant with Section 68A(2)(c)(iii) of the Domestic Animal Act 1994, (and also Section 68A(2)(a),(c)(i),(c)(ii),(d),(f).

#### 3.4.1 CURRENT SITUATION

##### 3.4.1.1 Our data

Colac Otway Shire Council 2007 to 2011 compared (see full Table in Part 2.8 above)

Colac Otway Shire Council 2010 – 2011 (see full Table in Part 2.8 above)

|                                  | Shire of Colac Otway Shire 2006-7 | Shire of Colac Otway 2010-2011 | Difference |
|----------------------------------|-----------------------------------|--------------------------------|------------|
| No. of registered dogs.          | 4912 (136%)                       | 4821 (102%)                    | - 2%       |
| Estimated owned dog population   | 3600                              | 4711                           | +31%       |
| No. of registered declared dogs  | 4                                 | 14                             | 250%       |
| No. of prosecutions completed in | 0                                 | 5                              |            |
| No. of successful prosecutions   | 0                                 | 5                              |            |
| No. of impoundments (dogs).      | 291                               | 304                            | +4%        |
| No. of dogs returned to owner    | 219                               | 245                            | +12%       |

| Activity                                    | Total Number |
|---------------------------------------------|--------------|
| Number of reported dog on dog attacks       | 11           |
| Number of reported dog on people attacks    | 5            |
| Number of reported dog on livestock attacks | 1            |

##### 3.4.1.2 Our Orders, Local Laws, Council Policies and Procedures

Council currently enforces the provisions of the Domestic Animals Act 1994 in regard to dog attacks. All reported dog attacks are investigated and appropriate action in line with legislation is taken. Council is developing a guideline for Authorised Officer in regard to seizure of offending dogs after an attack.

##### 3.4.1.3 Our Education/Promotion Activities

Council currently undertakes the following educational and promotional activities in support of dog attack issues:

- use of on-hold messages and Council's website to inform pet owners;
- Education and information services provided, as resources and opportunity allow.
- Use of media advertising and Court results

##### 3.4.1.4 Our Compliance Activities

Council treats the issues of dog attack very seriously. Council currently undertakes the following compliance activities in support of nuisance offences:

- vehicle patrols and nuisance complaint response;
- dog attack (immediate - including 24 hour emergency service) and dog at large (Discretionary) call-out services;
- registration and identification of menacing and restricted breed dogs including renewal and door-knocks;
- infringement notice system;
- a domestic animal pound for impounded animals;
- prosecution of serious dog attacks

##### 3.4.1.5 Summary

The number of dog attacks has remained relatively low within the shire with no outstanding incidents and minimal serious injuries to persons reported.

Confinement of dogs is a priority because the instances of wandering dogs increases risk to other pets, humans and livestock, and consumes time and resources of Local Laws officers. De sexed animals are less likely to wander so Council will continue to encourage people to have their pet de sexed.

Council will ensure there is information available on the importance of animal confinement at Council service centres and other key locations.

### 3.4.2 OUR PLANS

**Objective 1:** To decrease dog attacks on people and animals.

The incidence of dog attack on both persons and animals is increasing in Colac Otway Shire and some are unreported. Often when a dog attack is reported, officers find that it is a recurrence of an offence that went unreported previously. Had initial attacks been reported, subsequent attacks may have been averted.

Dog attacks continue to be reported to Council involving attacks on persons, dogs and livestock. Several cases could not be prosecuted in the Magistrates Court because of a public reluctance to appear in court. Without a victim Council officers cannot prosecute.

All dogs are required to be confined to their property. This is a requirement under the *Domestic Animal Act 1994* and Council will continue to place importance on the need for dogs to be confined. Council will encourage people to have their dogs de sexed, as this helps to reduce their tendencies to wander and be at large.

Council will also develop guidelines for the seizure of dogs after an attack to limit the repetition of an attack or the hiding of a dog from the Authorities. This will also take into account the new provisions under the Crimes Act, Victoria.

| Activity                                                                                                                                                                                                                                                                                | When                          | Evaluation (and Targets)                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Benchmark against comparative municipalities<br>1 reported dog attack on livestock<br>11 reported dog on dog attacks<br>5 reported dog on people attacks                                                                                                                                | Dec 2013,<br>then<br>annually | Measure and report on results                                                                                                                                                                                                                                                                                              |
| Community<br>Use media and relationships with Local hospitals and Doctors to encourage and ensure reporting of dog attacks on persons<br>educate community about dog confinement and problem and penalties for dog attack<br>Develop further relationship with local vets               | Dec 2013,<br>then<br>annually | Further develop the relationship between Council and local vets, Hospitals and Medical Clinics to ensure increases in reported dog attacks from 2012 onwards<br>Measure and report on results in the annual review of this Plan.                                                                                           |
| Education<br>Develop an information package for Vets, Hospitals, and medical clinics<br>Distribute appropriate pamphlets and display relevant flyers at strategic points<br>Promote education through school based programs                                                             | Dec 2013,<br>then<br>annually | Provide education for responsible pet ownership<br>Record level of distribution of relevant information<br>No of schools visits per year<br>Measure and report on results                                                                                                                                                  |
| Promotion / Publicity<br>media articles<br>on-hold messages<br>mail-outs with Council rates<br>website updates<br>issue specific flyers and brochures<br>Use Vet Clinics to encourage dog-on-dog attack reporting.                                                                      | Dec 2013,<br>then<br>annually | Record numbers of media articles<br>Annual mail-out with Council rates<br>Monthly website updates<br>New owner information kit developed<br>Monitor the relationship between Council and relevant agencies to ensure increases in reported dog attacks<br>Measure and report on results in the annual review of this Plan. |
| Enforcement<br>Doorknocking and random domestic animal registration inspections<br>Reminder notices<br>Set up official warning register<br>Conduct investigations and regular patrols<br>Seek compliance of this legislation by official warnings, infringement notices and prosecution | Dec 2013,<br>then<br>annually | Reduce number of dog attacks on 2012 base year<br>Random domestic animal registration inspections established<br>Official warning register set up<br>Continue to support prosecution unit<br>Periodic report to Executive<br>Measure and report on results in the annual review of this Plan                               |

### 3.5 Dangerous, Menacing and Restricted Breed Dogs

This section outlines programs, services and strategies to effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in the district and to ensure that these dogs are kept in compliance with this Act and the regulations.

Compliant with Section 68A(2)(c)(vii) of the Domestic Animal Act 1994, (and also Section 68A(2)(a),(c)(i),(c)(ii),(d),(f).

#### 3.5.1 CURRENT SITUATION

##### 3.5.1.1 Our data

Colac Otway Shire Council 2007 to 2011 compared (see full Table in Part 2.8 above)

|                                 | Shire of Colac Otway<br>2006-7 | Shire of Colac Otway<br>2010-2011 | Difference |
|---------------------------------|--------------------------------|-----------------------------------|------------|
| No. of registered dogs.         | 4,912 (136%)                   | 4,821 (102%)                      | -2%        |
| Estimated owned dog population  | 3,600                          | 4,711                             | + 31%      |
| No. of registered declared dogs | 4                              | 14                                | +250%      |

##### 3.5.1.2 Our Orders, Local Laws, Council Policies and Procedures

Dangerous, menacing and restricted breed dogs are controlled by the *Domestic Animal Act* 1994. Council will ensure that declared dogs are kept in compliance with the Act.

##### 3.5.1.3 Our Education/Promotion Activities

Council currently undertakes the following educational and promotional activities, including providing information of dangerous, menacing and restricted breed dogs:

- Use of Media to inform the community of their responsibilities and the consequences to non compliance;
- Distribution of pamphlets and flyers with relevant information;
- use of on-hold messages and Council's website to inform pet owners;
- Education and information services provided, as resources and opportunity allow.

##### 3.5.1.4 Our Compliance Activities

Council treats all dangerous, menacing and restricted breed dogs very seriously. Council currently undertakes the following compliance activities in support of such offences:

- vehicle patrols and complaint response;
- dog attack (immediate - including 24 hour emergency service) and dog at large (as available) call-out services;
- registration and identification of menacing and restricted breed dogs including renewal and door-knocks; and
- Infringement notice system;
- Prosecution services where required.

##### 3.5.1.5 Summary

Council currently reviews the Victorian Declared Dog Register and monitors the animals recorded on same and ensures compliance is being adhered to. Council's promotional, educational, community and enforcement activities are all targeted at the relevant State legislation involving these matters.

### 3.5.2 OUR PLANS

Objective: To ensure all dangerous, menacing and restricted breed dogs are identified and kept in compliance with the Domestic Animal Act 1994.

| Activity                                                                                                                                                                                                                                                                         | When                       | Evaluation (and Targets)                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Community<br>Use follow-ups by phone and door knocking to educate about dangerous menacing and restricted breed dogs, as well as confinement and problems and penalties for dog at large                                                                                         | Dec 2013,<br>then annually | Measure and report on results in the annual review of this Plan.                                                                                                                                                                                                   |
| Education<br>Media related articles<br>On hold messages and Web Page updates<br>Attend or arrange attendance at schools and kindergartens re education in regard to Responsible pet ownership<br>Distribution of relevant pamphlets and flyers                                   | Dec 2013,<br>Then annually | Provide education for responsible pet ownership<br>Work with identified groups<br>Record number of school visits<br>Measure and report on results                                                                                                                  |
| Promotion / Publicity<br>media articles, on-hold messages<br>mail-outs with Council rates<br>website updates<br>issue specific flyers and brochures<br>Use Vet Clinics to encourage responsible pet ownership.                                                                   | Dec 2013,<br>then annually | Record numbers of media articles<br>Annual mail-out with Council rates<br>Monthly website updates<br>New owner information kit done<br>Monitor the relationship between Council and local vets<br>Measure and report on results in the annual review of this Plan. |
| Enforcement<br>Doorknocking and random domestic animal registration inspections<br>Reminder notices<br>Official warning register<br>Conduct investigations and regular patrols<br>Seek compliance of this legislation by official warnings, infringement notices and prosecution | Dec 2013,<br>then annually | Reduce number of dog and cat at large and dog attacks from 2012 base year<br>Official warning register set up<br>Continue to support prosecution unit<br>Measure and report on results in the annual review of this Plan                                           |

### 3.6 Overpopulation and High Euthanasia

This section outlines programs, services and strategies to address any over-population and high euthanasia rates for dogs and cats.

Compliant with Section 68A(2)(c)(iv) of the Domestic Animal Act 1994, and also Section 68A(2)(a),(c)(i),(c)(ii),(d),(f).

#### 3.6.1 CURRENT SITUATION

##### 3.6.1.1 Our data

Colac Otway Shire Council 2007 to 2011 compared (see full Table in Part 2.8 above)..

|                                  | Shire of Colac Otway<br>2006-7 | Shire of Colac Otway<br>2010-2011 | Difference |
|----------------------------------|--------------------------------|-----------------------------------|------------|
| No. of registered dogs.          | 4912 (136%)                    | 4821 (102%)                       | -2%        |
| Estimated owned dog population * | 3600                           | 4711                              | +31%       |
| No. of registered cats           | 1769 (74%)                     | 1485(48%)                         | -16%       |
| Estimated owned cat population * | 2400                           | 3126                              | + 30%      |
| No. of impoundments (dogs).      | 291                            | 304                               | + 4.5%     |

|                               |            |             |         |
|-------------------------------|------------|-------------|---------|
| No. of dogs returned to owner | 219 (75%)  | 245 (80.6%) | + 11.8% |
| No. of dogs rehoused          | 26 (8.9%)  | 38 (12.5%)  | +46%    |
| No. of dogs euthanised        | 46 (15.8%) | 21 (6.9%)   | -54%    |
| No. of impoundments (cats)    | 225        | 175         | -22%    |
| No. of cats returned to owner | 26 (11.5%) | 10 (5.7%)   | -62%    |
| No. of cats rehoused          | 23 (10.2%) | 18 (10.3%)  | -22%    |
| No. of cats euthanised        | 176 (78%)  | 147 (84%)   | -16%    |

**3.6.1.2 Orders, Local Laws, Council Policies and Procedures**

Council's pound and euthanasia policies are guided by the *Domestic Animal Act* 1994. Council policy is to wherever possible return any lost or seized at-large animal to its owner. However, registration and identification is essential.

**3.6.1.3 Our Education/Promotion Activities**

Council's promotion of registration and micro chipping strongly emphasises the return of lost pets. Council currently undertakes the following educational and promotional activities in support of nuisance offences:

- Print Media and Radio advertising
- Micro chipping days where information is distributed and registrations taken;
- use of on-hold messages and Council's website to inform pet owners;
- Education and information services provided, as resources and opportunity allow.

**3.6.1.4 Our Compliance Activities**

Council regards its current euthanasia rate as acceptable. Council currently undertakes the following compliance activities in support of increasing registration and thereby reducing euthanasia rates:

- renewal follow-ups for registration and identification for domestic dogs and cats;
- vehicle patrols and nuisance complaint response;
- a domestic animal pound for impounded animals;
- infringement notice system
- Prosecution services.

**3.6.1.5 Summary**

The Table above clearly indicates the high level of euthanasia of impounded cats in the Colac Otway Shire. 147 in 2010-11, but it must be stressed that this includes feral and diseased cats that are handed into Council. These cats cannot be rehoused and distort the true efforts of Council to rehouse animals. The low level of cat registration means many cats are not identifiable and are unable to be returned to an owner.

The level of dog euthanasia sits at 6.9% (21 dogs) and this includes dogs that were not suitable for rehousing and this again distorts the true efforts of Council. During this period Council rehoused 38 dogs which is an acceptable level.

Our efforts again in 2011-2012 improved dramatically with 63(19%) dogs rehoused and only 38(11%) of dogs euthanised. In regard to cats 97(50%) were rehoused. Cat euthanasia also fell to 76(39%). Council runs an expression of interest register for persons interested in re housing a pet and subsidises the microchip by 50%, offers free registration and also liaises with Local Vets to obtain a subsidised rate for de sexing and vaccination.

Council also utilises local media in advertising animals requiring re housing.

Council has established a relationship with a local vet who runs a cat adoption program and many of Councils cats are re homed through this program. This has dramatically reduced our euthanasia rate.

Council also uses all local vet businesses to identify potential applicants who may be interested in re housing.

### 3.6.2 OUR PLANS

Objective: To decrease euthanasia rates of seized animals.

Council plans to achieve this objective by increasing the registration rates, identification and return to owners will increase.

| Activity                                                                                                                                                                                                         | When                       | Evaluation (and Targets)                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Benchmark 2012:<br>38 dogs,<br>76 domestic cats                                                                                                                                                                  | Dec 2013,<br>then annually | Reduce euthanasia rates for impounded dogs and cats<br>Measure and report on results                                                                                                                                         |
| Community<br>Greater attempts to be made to find owners or rehouse<br>Investigate rehousing options rather than euthanasia<br>Work with identified interest groups                                               | Dec 2013,<br>then annually | Local Laws officers to investigate rehousing options<br>Measure and report on results in the annual review of this Plan                                                                                                      |
| Education<br>Education in conjunction with registration follow-ups phone and door knocking, and micro chipping days                                                                                              | Dec 2013,<br>then annually | Measure and report on results                                                                                                                                                                                                |
| Promotion / Publicity esp. re. registration<br>Media articles<br>on-hold messages<br>mail-outs with Council rates<br>website updates<br>issue specific flyers and brochures                                      | Dec 2013,<br>then annually | Record numbers of media articles<br>Annual mail-out with Council rates<br>Monthly website updates<br>New owner information kit developed<br>Measure and report on results in the annual review of this Plan.                 |
| Enforcement re. Registration<br>Doorknocking<br>Reminder notices<br>Conduct investigations and regular patrols<br>Seek compliance of this legislation by official warnings, infringement notices and prosecution | Dec 2013,<br>then annually | Establish random domestic animal registration inspections<br>Set up official warning register<br>Develop prosecution unit<br>Periodic report to Executive<br>Measure and report on results in the annual review of this Plan |

### 3.7 Domestic Animal Businesses

This section outline programs, services and strategies which the Council intends to pursue in its municipal district to ensure that people comply with this Act, the regulations and any related legislation.

Compliant with Section 68A(2)(c)(ii) of the Domestic Animal Act 1994, and also Section 68A(2)(a),(c)(i),(d),(f).

#### 3.7.1 CURRENT SITUATION

##### 3.7.1.1 Our data

Council currently has 6 registered domestic animal businesses.

##### 3.7.1.2 Our Orders, Local Laws, Council Policies and Procedures

Domestic animal business registration is controlled by the *Domestic Animal Act* 1994. Council has a zero-tolerance of non-compliance in domestic animal businesses, and will continue to investigate all reports on domestic animal breeding businesses and seek compliance for any non-registered domestic animal business by conducting door knocks and property inspections.

##### 3.7.1.3 Our Education/Promotion Activities

Council provides information and guidance to every domestic animal business on the necessity of registration, the procedure and the requirements to be fulfilled under the Act.

##### 3.7.1.4 Our Compliance Activities

Council has a zero-tolerance of non-compliance in domestic animal businesses, and will continue to investigate all reports on domestic animal breeding businesses and seek compliance for any non-registered domestic animal business by conducting door knocks and property inspections. In the 2011 - 2012 period Council conducted inspections on all registered establishments and visited a number of

unregistered establishments, warnings were issued, Infringements were also issued and one establishment was successfully prosecuted in the Colac Magistrates Court under the latest legislation.

### 3.7.1.5 Summary

Colac Otway Shire has a variety of domestic animal businesses. There are approved Codes of Practice for the operation of breeding and rearing establishments, boarding establishments, and shelters and pounds. Pet shops are also included. Council is obliged to ensure each establishment complies with the relevant Code of Practice with regular audits. This is an area of intense public scrutiny. Council has a zero-tolerance of non-compliance in domestic animal businesses, and will continue to investigate all reports on domestic animal breeding businesses and seek compliance for any non-registered domestic animal business by conducting door knocks and property inspections.

## 3.7.2 OUR PLANS

**Objective:** To ensure all domestic animal businesses are registered with Council and comply with the requirements of the *Domestic Animal Act 1994*.

| Activity                                                                                                                                                                                                  | When                    | Evaluation (and Targets)                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Benchmark<br>2012: 3 registered domestic animal businesses                                                                                                                                                | Dec 2013, then annually | Measure and report on results                                                                                                                                                                                                                             |
| Community<br>Follow-ups from animal registrations, community information, newspaper sales, advertisements and veterinary assistance                                                                       | Dec 2013, then annually | Continue to audit registered animal breeding businesses<br>Establish random domestic animal business registration inspections<br>Measure and report on results in the annual review of this Plan.                                                         |
| Promotion / Publicity<br>Media articles<br>on-hold messages<br>mail-outs with Council rates<br>website updates<br>issue specific flyers and brochures                                                     | Dec 2013, then annually | Record numbers of media articles<br>Annual mail-out with Council rates<br>Monthly website updates<br>New owner information kit developed<br>Measure and report on results in the annual review of this Plan.                                              |
| Enforcement<br>Audits of known animal breeding businesses<br>Conduct investigations and regular patrols<br>Seek compliance of this legislation by official warnings, infringement notices and prosecution | Dec 2013, then annually | Continue to audit registered animal breeding businesses<br>Establish random domestic animal business registration inspections<br>Official warning register<br>Support prosecution unit<br>Measure and report on results in the annual review of this Plan |

## 3.8 Other Matters

This section provides for the review of other matters related to the management of dogs and cats in the Council's municipal district.

Compliant with Section 68A(2)(e) of the Domestic Animal Act 1994.

### 3.8.1 CURRENT SITUATION

#### 3.8.1.1 Our data

At present, like in many municipal emergency management plans, Colac Otway Shire Council's Municipal Emergency Management Plan (MEMP) makes no mention of provision for domestic animals. Animals (live and dead) are held to be the responsibility of the Department of Primary Industries in a municipal emergency. However, this primarily means livestock, not domestic animals.

While full responsibility for domestic animals in all circumstances rests with the owner of the animal, Council needs to consider issues of domestic animal management when considering evacuation procedures, emergency relief centres. Housing and feeding animals may become an important issue,

when people bring domestic animals into relief centres or domestic animal businesses require evacuation.

**3.8.1.2 Our Orders, Local Laws, Council Policies and Procedures**

Provision for emergency management planning for domestic animals should be included within the MEMP. Council might also develop separate plan/procedures/contact lists as appropriate by the Emergency Management Committee of Council.

**3.8.1.3 Our Education/Promotion Activities**

Council may need to undertake community education about owner responsibility for domestic animals in emergency planning.

Provide advice/brochures/media releases on what to consider for pets in an emergency – include their needs as part of your emergency planning, e.g. food, water, bowls, bedding, cage, medication, registration and micro chipping to help reunite pets with their owners after emergencies, external identification – e.g. collar with registration tag

**3.8.1.4 Summary**

Domestic animal management planning a municipal emergency can become a significant logistical issue, even though primary responsibility rests on the owners of domestic animals. Confusion, conflict and diverted resources can all result from a failure to consider domestic animals in evacuation and relief centres. The numbers of animals involved in domestic animal businesses could further aggravate these issues.

Council needs to review its MEMP to incorporate domestic animal management planning in municipal emergencies.

**3.8.2 OUR PLANS**

Objective: To promote Council’s inclusion of pets and animals from domestic animal businesses in Municipal Emergency Management Plan.

| <b>Activity</b>                                                                                                                                                                                     | <b>When</b> | <b>Evaluation (and Targets)</b>                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Encourage Council’s MEMP Committee to include domestic animal management issues in municipal emergencies                                                                                            | Dec 2015    | MEMP is reviewed to include domestic animal issues                                                                                                                                                           |
| Community / Education<br>Include emergency management planning in community education about domestic animals                                                                                        | Dec 2015    | Include emergency management planning in community and education information publications on domestic animals                                                                                                |
| Promotion / Publicity<br>Include Emergency Management Planning in:<br>Media articles and on-hold messages<br>mail-outs with Council rates<br>website updates<br>issue specific flyers and brochures | Dec 2013    | Record numbers of media articles<br>Annual mail-out with Council rates<br>Monthly website updates<br>New owner information kit developed<br>Measure and report on results in the annual review of this Plan. |

**3.9 Annual Review of Plan and Annual Reporting**

This section provides for the annual review of the Plan and Annual Reporting.

Compliant with Section 68A(3)(a)(b)(c) of the Domestic Animal Act 1994 as below:

68A(3) Every Council must—

- (a) review its domestic animal management plan annually and, if appropriate, amend the plan
- (b) provide the Department of Primary Industries’ Secretary with a copy of the plan and any amendments to the plan
- (c) publish an evaluation of its implementation of the plan in its annual report.

### 3.9.1 CURRENT SITUATION

#### 3.9.1.1 Our data

The Plan is reviewed annually to Council.

#### 3.9.1.2 Our Orders, Local Laws, Council Policies and Procedures

Council has one Order under the *Domestic Animal Act* 1994. This Order relates to on leash areas for dogs in the Colac Otway Shire. The existing Order should be reviewed and correctly gazetted for implementation.

While reviewing the order, Council will need to work in consultation with Apollo Bay Foreshore Committee and Parks Victoria to ensure the revised Order is consistent with adjoining public land.

When reviewing the order, Council should consider whether any further Orders may be required, such as cat control or de sexing.

#### 3.9.1.3 Summary

Performance in domestic animal management should be a regular management focus. Appropriate performance statistics should be completed and reported. A review of performance under the DAM Plan is required to be included in Council's Annual Report (see Section 68A (3) (c) of the Domestic Animal Act 1994 in part 1.2 of this DAM Plan).

Measurements should relate to Activities and targets in this Plan and should include educational programs, increased registration of domestic animals, reduction of animals at large, decreased numbers of dog attacks, increases in compliance and levels of community satisfaction as a measure of success.

It should be noted that if performance under the DAM Plan is not sufficient, further revision of the Action Plan and its methods may be required and should be recommended.

### 3.9.2 OUR PLANS

**Objective:** To review progress on this Plan in a report to Council, including a summary report in the Annual Plan.

| Activity                                                                                                   | When                    | Evaluation (and Targets)                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Benchmark<br>2012: Customer service satisfaction survey                                                    | Dec 2013, then annually | Increase Community satisfaction survey score<br>Measure and report on results                                                                                                                               |
| Community<br>Focus on customer service, community education and encouragement of responsible pet ownership | Dec 2013, then annually | Continue to improve customer relations and education.                                                                                                                                                       |
| Promotion / Publicity<br>Undertake media publicity for key messages about responsible pet ownership        | Dec 2013, then annually | Record published media articles<br>Annual mail-out with Council rates<br>Monthly website updates<br>New owner information kit developed<br>Measure and report on results in the annual review of this Plan. |
| Other<br>Review and revise activities in Action Plan as required                                           | Dec 2013, then annually | Revise Action Plan if required<br>Report to Council quarterly                                                                                                                                               |
| Enforcement                                                                                                | Dec 2013, then annually | Measure and report on results in the annual review of this Plan                                                                                                                                             |



Colac Otway  
SHIRE

26 February 2013

The Hon. Peter Walsh  
Minister for Agriculture  
Level 20, 1 Spring Street  
MELBOURNE VIC 3000

Mr Peter Walsh

**Domestic Animals Act 1994 – Requirement for amendment to allow a Court to impose ownership/possession ban and destruction order relating to domestic animals**

I am writing to you to highlight issues relating to the Domestic Animals Act 1994 that does not appear to include the ability to take appropriate action against irresponsible pet owners.

Over a considerable period of time Colac Otway Shire's Local Laws Officers have been dealing with two people living on the same property who own several large dogs that are not a restricted breed. The same owners of these dogs have been charged on numerous occasions in relation to offences against the Domestic Animals Act 1994 that include non payment of registration, dogs not confined as well as dog attacks – both serious and non serious. Some of these animals have been declared menacing and dangerous dogs. Over this period of time seven dogs have been seized from the owners – surrendered then euthanized. Unfortunately the dogs are replaced shortly thereafter by these individuals with similar breeds of large aggressive dogs.

Council is in the process of reviewing its General Local Law that will address the number of dogs that can be kept on a property by the occupier or owner. Enforcement of this will be problematic since the issuing of an Infringement will not deter these particular persons and issues relating to seizure and destruction provisions will still remain.

At the current time under the provisions of the Prevention of Cruelty to Animals Act 1986 – Section 12, a Court may impose an order preventing a person from owning or possessing an animal (of a kind or specified class in the order) for a period of up to 10 years.

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Colac Service Centre  
2-6 Rae Street  
Colac Victoria 3250  
Ph: (03) 5232 9400  
Fax: (03) 5232 1046

Apollo Bay Service Centre  
69-71 Nelson Street  
Apollo Bay Victoria 3233  
Ph: (03) 5237 6504  
Fax: (03) 5237 6734

Minister of Agriculture re Domestic Animals Act 1994



Page 2

As cruelty issues are not a factor in the aforementioned case this provision cannot be used. In order to address the deficiency in the Domestic Animals Act 1994 there is a need for an amendment to Section 29 (refers to offences and liability relating to dog attacks) that would allow a Magistrate to impose a banning order on the owner and or occupier of premises that would prevent them from possessing or owning domestic animals for specified period of time. A seizure and destruction provision would also need to be included to ensure the offending animals are not moved elsewhere to re-offend.

I have been reliably informed by our Local Laws staff that this problem is being encountered by Council staff throughout Victoria and is not isolated to the municipality of the Colac Otway Shire.

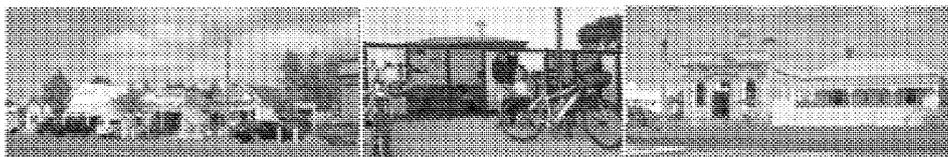
Following the most recent incident to this Municipality public concern and annoyance has been expressed by the community, resulting in the submission of a petition to council and letters from members of the public complaining about these irresponsible dog owners. I have attached copies of this documentation for your information.

I am seeking your cooperation in making changes within the Domestic Animals Act 1994 that will compliment the recent restricted breed dog legislation to remove the right of unsuitable people from owning or having dogs under their control. This will further promote responsible animal ownership and in turn will make Victoria a safer place.

Yours sincerely

A handwritten signature in black ink, appearing to read "Rob Small", written over a light blue horizontal line.

Rob Small  
Chief Executive Officer



# Colac Otway Shire Heritage Strategy

*Draft April 2013*



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Colac Otway Shire Heritage Strategy

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## Introduction

Council has an important role to play in the identification and protection of its heritage places and is guided by Commonwealth, State and local legislation, policies and strategies. The level of significance of a heritage place determines which legislative framework governs its protection. Importantly the Great Ocean Road has been identified as nationally significant, is listed on the National Heritage List and protected under the federal legislation. The Victorian Heritage Register identifies 10 state significant sites that are protected under the *Victorian Heritage Act 1995*. Places of heritage significance to the Colac Otway Shire are protected by a Heritage Overlay in the Colac Otway Shire Planning Scheme. Council's role in ensuring the protection of heritage places in Colac Otway Shire is to identify and fulfil its legislative responsibilities; identify, assess and document important heritage places and to consider and act on, best practice in their conservation.

The Colac Otway area has a rich cultural heritage representing early pastoral settlement and economic boom periods, agricultural history particularly in dairy farming and potato and onion production, a unique forestry history and important commercial, civic and residential histories relating to townships. 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. All of these stories are expressed in the surviving heritage places throughout the Shire. It is important to protect heritage places because they help to strengthen personal and community identity and are places of social and spiritual significance that should be preserved and passed on to future generations. Importantly they are also tourism assets that attract visitors, may create new business opportunities and contribute significantly to the Colac Otway Shire economy.

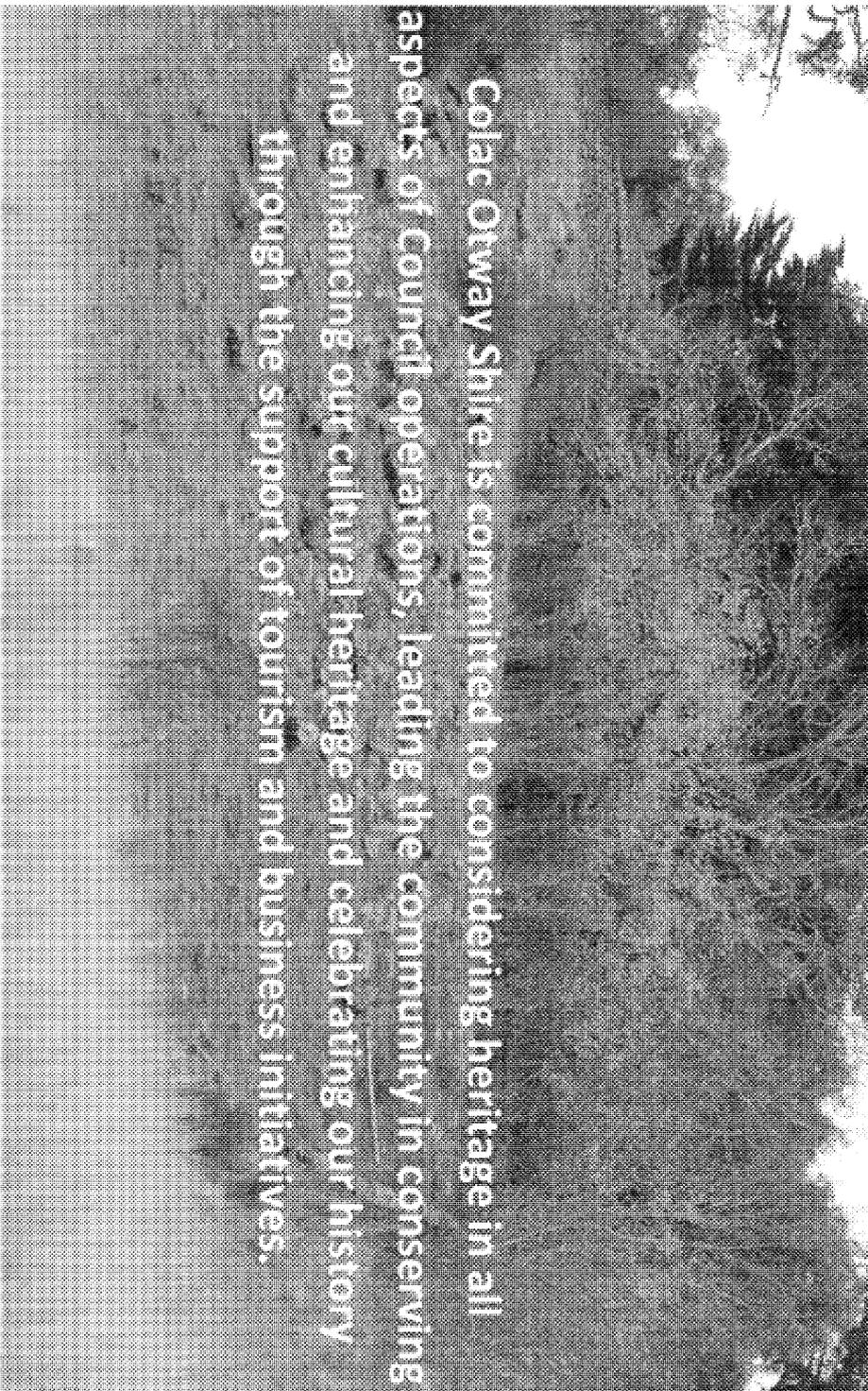
### 1. What is a heritage strategy?

A heritage strategy sets out priority actions for how identifying, protecting and celebrating our cultural heritage may be achieved at the local level. The Heritage Strategy will assist Colac Otway Shire to meet its heritage obligations as set out in the Planning and Environment Act 1987 and the State Planning Policy Framework. It will set directions and priorities for the identification, protection, management and promotion of Colac Otway's heritage and for the involvement of the community in those processes. This strategic approach is supported by Heritage Victoria who is a key partner in the promotion and funding of local government heritage programmes and services.

The Heritage Strategy will allow Council to:

- Identify and report on positive heritage measures already being employed
- Identify and prioritise work to be done in the future and budget for these
- Appropriately manage and monitor the heritage assets, and
- Report on and celebrate achievements.

**Council's Heritage Vision Statement**



*Colac Otway Shire is committed to considering heritage in all aspects of Council operations, leading the community in conserving and enhancing our cultural heritage and celebrating our history through the support of tourism and business initiatives.*

### 3. Strategy Context

Heritage in Australia is protected through a regulatory framework at Commonwealth, State and local level. There are statutory obligations for protecting and managing cultural heritage and state and local planning frameworks. Heritage places are assessed as being of national, state or local significance and, depending on their level of significance, are managed through a mix of legislation, policies, and strategies. The section below summarises the regulatory context and its application in Victoria and explains how it applies to Colac Otway Shire.

#### Legislation

The following legislation applies to cultural heritage in Victoria.

| Aboriginal heritage                                                                                                                                                                                                                                                                                                                               | Historic heritage                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>State legislation</b></p> <p><i>Aboriginal Heritage Act 2006</i><br/><i>Aboriginal Heritage Regulations 2007</i></p>                                                                                                                                                                                                                        | <p><b>State Legislation</b></p> <p><i>Heritage Act 1995</i><br/><i>Planning and Environment Act 1987</i></p>                                                                                                                                                        |
| <p><b>Commonwealth legislation</b></p> <p><i>Aboriginal and Torres Strait Islander Heritage Protection Act 1984</i><br/><i>Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act)</i><br/><i>Protection of Moveable Cultural Heritage Act 1986</i><br/><i>Protection of Moveable Cultural Heritage Act Regulations 1987</i></p> | <p><b>Commonwealth legislation</b></p> <p><i>Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act)</i><br/><i>Protection of Moveable Cultural Heritage Act 1986</i><br/><i>Protection of Moveable Cultural Heritage Act Regulations 1987</i></p> |

#### **Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act)**

Places of national heritage significance are protected under the EPBC Act 1999 and listed on the National Heritage List. The National Heritage List includes natural, historic and Indigenous places that are of outstanding national heritage value to the Australian nation. The Great Ocean Road and Scenic Environs, due to its extraordinary historic and natural significance, is considered to have outstanding heritage value to the nation and has been included in the Australian National Heritage List. The EPBC Act 1999 requires that approval be obtained from the Department of the Sustainability, Environment, Water, Population and Communities before any action takes place that could have a significant impact on the national heritage values of a listed place.

#### **Aboriginal Heritage Act 2006 & Aboriginal Heritage Regulations 2007**

The legislation provides protection for all Aboriginal places, objects and human remains regardless of their inclusion on the Victorian Aboriginal Heritage Register or whether they are located on public or private land. The Act provides clear guidance to planners and developers about when and how, Aboriginal cultural heritage needs to be considered and in some situations, work cannot proceed until compliance is met. Large developments and other high impact activities in culturally sensitive landscapes can cause significant harm to Aboriginal cultural heritage. In these situations the Act may

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Colac Otway Shire Heritage Strategy

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require the preparation of a Cultural Heritage Management Plan (CHMP) which is a report recommending measures to be taken to protect Aboriginal heritage.

The *Aboriginal Heritage Regulations 2007* give effect to the *Aboriginal Heritage Act 2006* and set out the circumstances in which a CHMP is required, and the standards for preparation of a CHMP. Under the Act, a responsible authority (Council) must check whether a CHMP is required prior to determination of a planning permit application. Council has to be aware of what triggers a permit under the Act and also make sure that it complies in its own activities e.g. on land it owns. If a CHMP is required, Council cannot issue a permit until it receives a copy of the approved plan. Permits cannot be issued for activities which are inconsistent with the CHMP.

### **Victorian Heritage Act 1995**

The *Victorian Heritage Act 1995* is administered by Heritage Victoria and is the Victorian Government's key piece of cultural heritage legislation. The Heritage Act establishes the Victorian Heritage Register, the Heritage Inventory and the Heritage Council of Victoria.

Historic places significant to Victoria are recorded on the Victorian Heritage Register (VHR) or, if archaeological sites (non Aboriginal), on the Victorian Heritage Inventory (VHI) and are protected by the *Victorian Heritage Act 1995*. Owners of places on the VHR must apply to Heritage Victoria for a permit before undertaking any work on the heritage place.

There are currently ten places in the Colac Otway Shire on the Victorian Heritage Register. These are automatically included on the schedule to the Heritage Overlay in the Colac Otway Shire Council Planning Scheme.

### **Victorian Heritage Strategy**

The State Government's strategy for heritage in Victoria is: *Victoria's Heritage: strengthening our communities*. The strategy has six key policy directions:

- Recognising a rich and diverse heritage
- Using our heritage for a sustainable future
- Managing for growth
- Telling Victoria's story
- Building strong, inclusive networks and partnerships
- Resourcing the community

The State's Heritage Strategy informs the State Planning Policy Framework (SPPF) of the Planning Scheme and also sets the direction for funding priorities.

### **State Planning Policy Framework**

The SPPF sets out the State's policy directions for Victoria. Clause 15.11 concerns heritage and its purpose is:

*"To assist the conservation of places that have natural, environmental, aesthetic, historic, cultural, scientific or social significance or other special value important for scientific and research purposes, as a means of understanding our past, as well as maintaining and enhancing Victoria's image and making a contribution to the economic and cultural growth of the State."*

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Colac Otway Shire Heritage Strategy

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The SPPF obliges Council to: "...identify, conserve and protect places of natural or cultural value from inappropriate development..." and to take account of relevant legislation, including the *Aboriginal Heritage Act 2006*, and recommendations of the Victorian Heritage Council.

### Local Planning Policy Framework

The Local Planning Policy Framework (LPPF) contains the strategic land use objectives for Colac Otway Shire. The LPPF policy statements need to implement and be consistent with the SPPF. There are three key elements which relate to heritage: The Municipal Strategic Statement, the Heritage Places and Areas Local Planning Policy and the Heritage Overlay. These are explained in the section below.

### Municipal Strategic Statement

The Municipal Strategic Statement (MSS) is the key strategic document for Colac Otway Shire. It identifies long term directions about land use and development in the Shire; presents a vision for its community and other stakeholders; and provides the rationale for the zone and overlay requirements and particular provisions in the scheme.

Clause 21.02-2 captures the land-use vision for Cultural Heritage:

*"Cultural Heritage*

- *The Koori culture of the Shire is acknowledged and will be celebrated.*
- *The Shire's significant cultural heritage resources will be conserved and enhanced.*
- *Any adaptation or development of heritage places or areas will be in a manner sympathetic to their significance."*

In addition the importance of heritage is highlighted within the individual township visions as follows:

*"21.03-3 Apollo Bay and Marengo*

- *Conserve and enhance heritage places as a significant factor in developing tourism.*

*21.03-4 Birregurra*

- *Identify and protect historical and other key features of the community.*
- *Retain Birregurra's heritage assets as important components of its character and attractiveness.*

*21.03-7 Smaller Townships*

- *Retaining heritage places as significant components of the character and attractiveness of smaller townships."*

### Local policies

Clause 22.01 Heritage Places and Areas is a policy that applies to all places and areas affected by a Heritage Overlay. The local policy needs to have regard to and implement the strategic objectives in the SPPF and MSS. Clause 22.01 sets out objectives and policies to encourage the retention of locally significant and contributory heritage places within the Heritage Overlay.

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Colac Otway Shire Heritage Strategy

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### Heritage Overlay

The Heritage Overlay is a state standard Victorian Planning Provisions (VPP) tool used to identify and protect heritage places. It has two parts: the general provisions incorporating the purpose, scope, permit requirements and decision guidelines and the schedule. The provisions in Clause 43.1 Heritage Overlay cannot be altered by Council. While the Clause itself is standard across Victoria, the schedule can be amended by a local planning authority to list individual properties and add some limited exemptions for permits such as tree removal, external painting of buildings and controls over internal changes to a building.

The purpose of the Heritage Overlay is:

- *“To implement the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies.*
- *To conserve and enhance heritage places of natural or cultural significance.*
- *To conserve and enhance those elements which contribute to the significance of heritage places.*
- *To ensure that development does not adversely affect the significance of heritage places.*
- *To conserve specifically identified heritage places by allowing a use that would otherwise be prohibited if this will demonstrably assist with the conservation of the significance of the heritage place.”*

Colac Otway Shire commissioned consultants in 1998 to undertake a study to identify, assess and document all post-contact (for the purpose of the study 'post-contact' was defined as the period since first contact between Aboriginal and non-Aboriginal people) places of cultural significance within the Colac Otway Shire and to make recommendations for their future conservation. Potentially significant sites were assessed in accordance with the criteria adopted by the Victorian Heritage Council. The Colac Otway Heritage Study was adopted by Council in 2003 and recommendations were implemented into the planning scheme through Amendment C27 in 2008 which introduced most of our current Heritage Overlay controls.

There are currently 234 individually significant sites and 12 heritage precincts recognised in the schedule to the Heritage Overlay in the Colac Otway Shire Planning Scheme. Within a heritage precinct, the primary objective is to ensure the conservation of those elements that contribute to the area's significance. Not every building or landscape element will be significant, and the removal or alteration of non-contributory elements or the development of these sites is not usually a major concern. The objective is to ensure that where development does occur, it occurs in a manner which is appropriate to the significance, character and appearance of the heritage area.

## 4. Undertaking the heritage strategy

The Heritage Strategy has been developed through a consultative approach involving the community, Colac Otway Shire staff, Councillors and Council's heritage advisor.

Consultation has included the following methods:

- A community heritage survey (available both online and in hard copy) during September and October 2012.

Colac Otway Shire Heritage Strategy

- A community drop-in session held on 20 September 2012 to capture community members with an interest in heritage and owners of heritage assets listed in the Heritage Overlay.
- Workshops were held during 2012 for the following groups:
  - Approximately fifteen Council staff representing different areas of Council
  - Councillors

**5. What do we know?**

**Summary of Feedback**

**Key Challenges and Opportunities**

The community survey asked respondents to rank the key challenges preventing the restoration and active management of heritage assets in Colac Otway Shire. In addition, it also asked respondents to rank heritage assets that provide the greatest opportunities for Colac Otway Shire. The results of this survey have been considered, alongside feedback that was obtained through the Council and community workshops. The key results are captured in the table below.

|                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Key Challenges</b>                                                                                                                                        |
| <b>Lack of available funding for private property owners undertaking restoration or maintenance works on heritage buildings</b>                              |
| <b>Lack of available funding or capacity for Council to invest in further heritage assessments and development of relevant heritage policy</b>               |
| <b>Lack of community and Council understanding and knowledge regarding expectations under the Heritage Overlay</b>                                           |
| <b>Creating strong heritage links between different departments across Council such as infrastructure, arts and culture and asset management</b>             |
| <b>Key Opportunities</b>                                                                                                                                     |
| <b>Heritage parks and gardens such as the Botanic Gardens &amp; Memorial Square</b>                                                                          |
| <b>Tourism and economic development opportunities associated with intact commercial heritage streetscapes in places such as Colac, Birregurra &amp; Beac</b> |
| <b>Better linkages between heritage and key Council projects (eg. Colac CBD &amp; Entrances Project Implementation and Colac High School Masterplan)</b>     |
| <b>Further development of the Beechy and Forest Tiger Rail Trails</b>                                                                                        |

Colac Otway Shire Heritage Strategy

**Key Achievements**

The preparation of this Heritage Strategy provided an opportunity to capture the important heritage related work that has already been achieved in the Colac Otway Shire. These key achievements are highlighted in the table on the following page.

| Key Achievements                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Completion of the Heritage Study in 2003 which identified significant heritage assets and precincts. Implementation of the study recommendations through Amendment C27 to the Colac Otway Shire Planning Scheme which included the introduction of the Heritage Overlay. |
| Appointment of a Heritage Advisor, partly funded by Heritage Victoria, to provide advice and technical assistance.                                                                                                                                                       |
| Restoration of Apollo Bay Mechanics Institute in 2009.                                                                                                                                                                                                                   |
| Colac Botanic Gardens Master Plan prepared in 2012 and integrating heritage elements.                                                                                                                                                                                    |
| Development of the historic Beechy and Tiger Rail Trail tourism initiatives. This has included completion of a Cultural Heritage Management Plan for the Beechy Rail Trail and development of historical interpretative signage.                                         |
| Heritage walks in Birregurra, Beeac and Forrest.                                                                                                                                                                                                                         |
| Beeac Windmill Park showcases Beeac's history in windmill manufacturing.                                                                                                                                                                                                 |
| The Eurack Avenue of Honour restoration and re-planting ceremony in 2011.                                                                                                                                                                                                |
| Support from State Government for development of a Master Plan for the former Colac High School and transfer of significant portion of the site to the community to ensure on-going preservation of the buildings.                                                       |

**6. What are our priorities?**

Four key themes have been identified under which strategies and actions may be grouped. The following section summaries the feedback that was received under these themes and highlights information that has informed the development of the strategy action plan. The strategy action plan is a list of key heritage gaps and needs within Colac Otway Shire where appropriate resources need to be directed. The plan covers a four year period and contains realistic heritage goals that can be achieved within this timeframe.

**Knowing**

This theme captures actions for identifying, assessing and documenting heritage places. Feedback received from both residents and Council staff highlighted the importance of continuing to identify and assess potential heritage assets. Council staffs receive regular enquiries regarding potentially

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Colac Otway Shire Heritage Strategy

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significant heritage sites and it is apparent that a clear process is needed to capture and assess any site that is nominated by the public. Whilst the Colac Otway Heritage Study 2003 did cover the whole municipality it was not able to capture all significant heritage assets and it should be acknowledged that there is on-going work involved in continuing to identify and protect significant sites.

**Protecting**

This theme identifies actions for securing statutory protection for significant places, developing policy/guidelines to assist decision making and enabling appropriate management. Council staff highlighted the importance of ensuring heritage information in the Heritage Overlay is accurate and transparent to better assist informed decision making. In addition a gap was identified in Council's cross department communication regarding heritage and the need for more training and regular collaboration was highlighted. Council has a significant role as a manager of historical assets including roads, drains, footpaths, parks/reserves, buildings and signs.

Importantly 64.5% of survey respondents indicated that they think the historic drystone walls in the Shire are important and should be protected within the planning scheme.

**Supporting**

This theme captures incentives, advisory services and financial assistance that may support heritage initiatives or owners to restore or celebrate cultural heritage. Importantly 71% of respondents believed that more work needs to be done to improve support and maintain strong links between Council and heritage stakeholders. There was consistent community feedback that highlighted the need for a more transparent, co-operative and negotiable approach to managing heritage assets.

The establishment of a Heritage Financial Assistance Program to fund restoration works on heritage buildings was the highest rated priority action in the community survey.

**Communicating and promoting**

This theme captures initiatives that aim to raise awareness and appreciation of the heritage of the area. 77.4% of survey respondents indicated that there needs to be more readily available, plain language information available on heritage. Developing and providing clear and concise information for heritage asset owners was consistently highlighted as a gap in Council's approach to heritage protection.

**Strategy Action Plan**

| Four Year Action Plan                                                                                                                                             | Resourcing                   | Target Date for completion             | Progress/Outcome                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------------------|------------------------------------------------------|
| <b>Knowing</b>                                                                                                                                                    |                              |                                        |                                                      |
| <i>Develop a consistent strategic approach for identifying and assessing potential significant sites for the Heritage Overlay.</i>                                | Internal resourcing          | December 2013                          | Partially complete. A register has been established. |
| <i>Undertake heritage assessment of the former Colac-Beech Forest-Crowes Railway.</i>                                                                             | Internal resourcing          | June 2013                              | Assessment complete.                                 |
| <i>Increase communication and engagement with the Shire's Historical Societies and draw on their knowledge to identify potential significant heritage assets.</i> | Internal resourcing          | On-going                               | Underway.                                            |
| <i>Undertake a study to identify, assess and document places of Aboriginal or natural significance.</i>                                                           | External resourcing          | 2014-17                                | Not yet commenced.                                   |
| <i>Undertake Conservation Management Plans for Council owned buildings and other historic assets.</i>                                                             | Internal/External resourcing | Dependant on Council budget<br>2014-17 | Not yet commenced.                                   |

Colac Otway Shire Heritage Strategy

| Four Year Action Plan                                                                                                                                                                    | Resourcing          | Target Date for Completion | Progress/Outcome                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Protecting</b>                                                                                                                                                                        |                     |                            |                                                                                                                                          |
| <i>Undertake an audit of the Heritage Overlay to ensure mapping and the corresponding schedule is accurate and implement through a planning scheme amendment to update the overlay.</i>  | Internal resourcing | June 2014                  | Audit complete. Planning scheme amendment process underway.                                                                              |
| <i>Develop guidelines to assist decision making for places within Heritage Precincts identified in the planning scheme.</i>                                                              | Internal resourcing | December 2015              | Not yet commenced.                                                                                                                       |
| <i>Apply statutory protection to the dry stone walls in the Colac Otway Shire to acknowledge their historic value.</i>                                                                   | Internal resourcing | June 2015                  | Not yet commenced but may be incorporated into the planning scheme amendment that captures the outcomes from the heritage overlay audit. |
| <i>Implement the findings of the Former Colac-Beech Forest-Crowes Railway assessment to enable statutory protection for significant heritage sites.</i>                                  | Internal resourcing | June 2015                  | Planning scheme amendment process underway.                                                                                              |
| <i>Establish a system that alerts statutory planners, building inspectors and Council asset managers when a place is potentially significant so that they can respond appropriately.</i> | Internal resourcing | December 2013              | Partially underway.                                                                                                                      |
| <i>Conduct a regular staff training and awareness program for those in Council responsible for managing and maintaining heritage places.</i>                                             | Internal resourcing | On-going                   | Training previously conducted in 2009. New training needs to be scheduled.                                                               |

Colac Otway Shire Heritage Strategy

| Four Year Action Plan                                                                                                                                                                                                                                                                                                                  | Resourcing                                                      | Target Date for Completion             | Progress/Outcome                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------|---------------------------------------------------------------------------|
| <b>Supporting</b>                                                                                                                                                                                                                                                                                                                      |                                                                 |                                        |                                                                           |
| <i>Establish a Heritage Financial Assistance Program to fund restoration work.</i>                                                                                                                                                                                                                                                     | Internal and external resourcing                                | 2014-15<br>Dependant on Council budget | Not yet commenced. Budget request to be developed for the 2014/15 budget. |
| <i>Utilise Council's Heritage Advisor to:</i>                                                                                                                                                                                                                                                                                          | Internal resourcing supported by annual Heritage Victoria grant | On-going                               | Not yet commenced.                                                        |
| <ul style="list-style-type: none"> <li><i>Establish regular drop-in sessions so that residents can easily seek advice from Council's heritage advisor</i></li> <li><i>Facilitate regular communication between Council's heritage advisor and other Council staff including the Planning and Infrastructure Departments</i></li> </ul> |                                                                 |                                        |                                                                           |
| <i>Integrate the preservation of heritage assets into Council initiatives including the development of the Colac High School Masterplan and the Colac CBD and Entrances Project.</i>                                                                                                                                                   | Internal resourcing                                             | On-going                               | Underway.                                                                 |
| <i>Develop clear and straight forward guidance and advice for property owners affected by the Heritage Overlay</i>                                                                                                                                                                                                                     | Internal resourcing                                             | December 2013                          | Draft underway.                                                           |

Colac Otway Shire Heritage Strategy

| Four Year Action Plan                                                                                                                                                  | Resourcing          | Target Date for Completion | Progress/Outcome                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------------|--------------------------------------------------------------------------------------------------------------|
| <b>Communicating and Promoting</b>                                                                                                                                     |                     |                            |                                                                                                              |
| <i>Develop a dedicated heritage page on the Colac Otway Shire website</i>                                                                                              | Internal resourcing | December 2014              | Not yet commenced.                                                                                           |
| <i>Develop a heritage brochure for those property owners affected by the Heritage Overlay and make it available at the Council customer service centres</i>            | Internal resourcing | December 2013              | Draft completed.                                                                                             |
| <i>Develop a heritage brochure for the main heritage commercial streetscapes of Colac, Birregurra and Beecac to assist business/property owners in these precincts</i> | Internal resourcing | December 2014              | Not yet commenced.                                                                                           |
| <i>Include acknowledgement of heritage in the Colac Otway Shire Council Plan</i>                                                                                       | Internal resourcing | June 2013                  | 2013-17 Council Plan is currently under preparation and it is an opportunity to integrate strategy outcomes. |
| <i>Make Colac Otway Shire heritage records accessible to the public through the Victorian Heritage Database</i>                                                        | Internal resourcing | December 2013              | Data is currently recorded through HERMES. Records need to be linked to the Database.                        |



### 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: 14 / 3 / 13

Time: 7:30 am/pm

Assembly Location: Colac Botanic Cafe  
(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices - Nelson Street, Apollo Bay

#### In Attendance:

Councillors: Cr Chris Smith

Officer/s: Laurence Towers

Matter/s Discussed: Friends of Colac Botanic Gardens

(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)

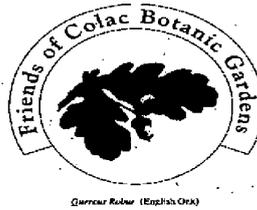
Councillors: / / /

Officer/s: / / /

Left meeting at: 8:50pm

Completed by: L. Brooker

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## MINUTES

of Meeting Thurs 14th March 2013, 7:30pm, at Colac Botanic Café

**PRESENT:** Mary Eaton (ME) IN CHAIR, Roslyn Scanlan (RS) secretary, Chris Bell (CB) treasurer, Pauline Maunsell, Helen Paatsch(HP), Jen Todorovic (JT), Laurence Towers (LT), Cr Chris Smith (CS)

**APOLOGIES:** Jan McMahon(JM), Anne Mercer (AM), Sue Mulder (SM)

### MINUTES OF PREVIOUS MEETING

Moved HP 2nd JT

### Business Arising:

Meeting with Jayde Mulder – deferred to General Business

Councillors' visit – pending

CBG pamphlets – 5,000 printed and received.

Meeting with COS officers re 150<sup>th</sup> - Date to be advised by COS Events Officer

Committee membership recruitment – members to continue efforts

BGANZ Conference – only LT will attend

### CORRESPONDENCE

#### Out:

#### In:

1. Post Office Box renewal due \$99 if paid before 31 March
2. Friends of Botanic Gardens newsletters: Sydney; NSW Southern Highlands
3. Jubaea – Friends of Geelong Bot Gardens
4. Invoice from Star printing for brochures \$686.40 for 5000
5. Helen Paatsch advised of Community Heritage Grants which may help achieve work (narrow seal) on the carriageway
6. Lisa Loughnane, COS Play Space Committee, re Botanic Gardens play space

#### Business arising from correspondence :

5. CB, RS & HP to consider these.

6. Agreed that we are committed to the completion of the play space, particularly the Hugh Murray cottage. HP to reply.

Moved: PM 2<sup>nd</sup>:CB

### TREASURER'S REPORT

Current balance \$7,397.22

Authorized payment of accounts- Australia Post & Star Printing

Moved: CB 2<sup>nd</sup>:RS Carried

**GARDENER'S REPORT LT**

Report tabled. These monthly reports are now being made available to the public at the Shire Office as well as the Visitor Information Centre.

**POTTING REPORT**

Next potting sessions Wednesday 27<sup>th</sup> March and 12 April, 10am – preparation for plant sale.

**GENERAL BUSINESS:**

Committee Meeting time for April through to September will be 6pm. This will be reviewed if attendance difficulties arise.

Plant Sale Saturday 13 April, 10am – 1pm.

- To be advertised in Colac Herald on 5 April & 12 April – in For Sale section.
- Graeme Kerr to be approached for an interview/article to accompany advertisements.
- An A3 sign to be created to place at gateway. RS & ME
- Roster to be prepared next meeting.

Meeting with Jayde Mulder – see attached report.

- AM & HP will conduct tours with Jayde.
- Placement of people with the Growers Group is not appropriate.
- This committee supports the idea of more activities in the Gardens.

JT to advise Jayde.

HP showed a photo of Jess Lee's wedding in front of the curator's cottage, including Jess' father, Archibald Campbell, the Curator.

**RAFFLE:** Won by RS

Meeting finished: 8:50pm

**NEXT MEETING: Thurs 11<sup>th</sup> April, 6pm**

Meeting with Jayde Mulder from Barwon Medicare Local on 1/3/2013  
Re activities in Colac Botanic Gardens

Jayde's role is to encourage people who are mentally or physically ill to make use of their parks.  
See [www.activeinparks.org](http://www.activeinparks.org)

She has been coordinating picnics in parks in Geelong for vulnerable people in the community by linking with Pathways, Diversitat & Glastonbury. Some of the best attenders were coming by bus from Colac. It was agreed that I would put the following requests to the committee at the next meeting.

#### 1 Guided Tours

Jayde is interested in a guided tour of the gardens. She has found that people link in better to a place if they have some knowledge/history of the place/trees/structures.

The idea is to engage people with the parks in Colac so they will use them independently.

She will arrange a picnic in the park to follow the tour. If it goes well she would like to do several tours with different people.

#### 2 Growers Group

Jayde would like to place one or two people with Jan & Graham to help with potting activities. Again her aim is to get people involved in the Gardens.

It would take time to teach them to do things as required but it could be a good investment and a significant help.

Suggested activities:

- Watering and weeding would be safe but useful.
- Wash donated pots & sort them into sizes.
- Helping with replenishing the plant stand.

Another possibility would be to have someone working voluntarily with Laurence - raking, weeding etc. If it was one day a week Laurence would possibly have time to identify a suitable job each week.

I don't know how much ongoing supervision Jayde would do. I think she would simply make the arrangement.

#### 3 Activities in the Gardens

We discussed the earlier investigations by Leisure Networks into setting up opportunities for activities in the Gardens -

- bikes for hire,
- bocce/boules area,
- lines painted on the fire track for tennis & net for hire,
- basket ball ring & 1/2 court.
- exercise stations for oldies (very popular overseas - <http://www.happynews.com/news/612010/london-launches-senior-adult-exercise-park.htm>)

Apart from the bocce they all focussed on the lake foreshore. Some were a bit more difficult than others - (bikes for hire?).

Management of the equipment for hire was the problem. Now that the Cafe is owned by St Laurence and the aim is to engage vulnerable people, it might possibly be run through the Cafe. Jayde to explore this with St Laurence

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### 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, 3, 13  
Time: 1:30 pm

Assembly Location: Colac Sabyards  
(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices - Nelson Street, Apollo Bay)

#### In Attendance:

Councillors: Cr C Smith

Officer/s: Neil Allen, Graeme Riches, Laurie Sharp, Leanne Brooker

Matter/s Discussed: Colac Livestock Selling Centre Advisory Committee

(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: [Blank]

Officer/s: [Blank]

Left meeting at: [Blank]

Completed by: L. Brooker

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## COLAC LIVESTOCK SELLING CENTRE ADVISORY COMMITTEE

MINUTES of the Colac Livestock Selling Centre Advisory Committee  
 held on Friday 15 March 2013, 1.30pm  
 at Colac Livestock Selling Centre  
 TRIM Ref: F12/915 (D13/17001)

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | RESPONSIBLE OFFICER | ACTION DUE DATE |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------|
| <p><b>1. ATTENDEES:</b><br/>                     Terry Dove, Carl Fish, Jeff Johnson, Jamie McConachy, Graeme Riches, Allan Osborne, Jamie Dennis, Neil Allen (COS); Cr C Smith, Laurie Sharp<br/>                     Minute Taker: Leanne Brooker (COS)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                     |                 |
| <p><b>2. APOLOGIES:</b><br/>                     Greg Anderton, Phil Douglas,<br/>                     Not in attendance - Craig Wheadon</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                     |                 |
| <p><b>3. SAFETY AUDIT</b><br/>                     Neil Allen advised that there will be some works undertaken around the stairs/walkway as a result from the recent Safety Audit. Designs are being undertaken at present. The stairs/walkway was previously built under Australian Standards but needs to be built for Public Access Standards.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                     |                 |
| <p><b>4. RECOMMENDATION OF COMMUNITY REPRESENTATIVE</b><br/>                     Neil will provide a report to Council this month advising of the one (1) nomination received for a community representative on the Livestock Selling Centre Advisory Committee. The nomination received was from Mr Sergio Beani. Neil asked this committee if they were in favour of nominating Mr Beani as the new representative. All were in favour. After report has gone to Council and been approved, Neil will write to Mr Beani advising him of his nomination being successful.</p> <p><i>Moved: Graeme Riches</i><br/> <i>Seconded: Jamie Dennis</i><br/> <i>Carried: 9:0</i></p>                                                                                                                                                                                              | Neil Allen          |                 |
| <p><b>5. UPDATE ON ROOFING CONTRACT</b><br/>                     Neil advised Committee that the Contract has been awarded, close to \$1.5M. No media release has gone out as yet. This is a Design and Construct contract. Construction probably won't commence until May. Dealing with 'Fire Expectations' at present. The layout is as previously discussed. Once construction is due to commence, this committee will need to meet again to work out best arrangements for yards to carry on as normal. Construction won't be undertaken on 'sale days'. Cr Smith questioned has any work been done on what it will cost to roof the section that is not being completed during this construction. Neil can provide that figure to the committee. Cr Smith suggests we should now start lobbying Council for future funds to complete whole of roof. Graeme Riches</p> | Neil Allen          |                 |

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | RESPONSIBLE OFFICER  | ACTION DUE DATE |
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| <p>questioned use of 'fluorescents'. Once design is complete, we will look at this. Needs to be environmentally friendly and OH&amp;S compliant.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                      |                 |
| <p><b>6. BUSINESS PLAN</b></p> <p>A copy of the previous Saleyards Business Plan was distributed at meeting. Auditors will be undertaking an Audit of the Saleyards and looking at Business Plan. Neil would like this committee's thoughts and comments on current Business Plan and what could make up a new Business Plan. This will be discussed further at another meeting.</p> <p>Jeff Johnson arrived at meeting 1.55pm.</p> <p>Jamie suggested we need to utilise the radio more to promote the Saleyards. Neil thinks this is an excellent idea. Neil has asked that Graeme speak to Tamzin about media promotion (radio – local, ABC, MixFM, Colac Herald). Suggestion was to have a regular media spot on the radio and members from this committee could on a rotation basis, speak on behalf of Saleyards and provide a monthly update. This could be re-recorded.</p>                                                                                                                                                                                                                                                                                                                                        | <p>Graeme Riches</p> |                 |
| <p><b>7. OTHER BUSINESS</b></p> <p><u>Graeme Riches</u><br/>Would it be a good time now to apply for grants through Barwon Water for any grants for water tanks, truckwash.</p> <p><u>Cr Smith</u><br/>Queried sawdust once roofing is completed. Has a supply been sourced so we have it available once roof is complete? Graeme has this in hand.</p> <p><u>Terry Dove</u><br/>Can we get display to see 'weight'. Graeme has been looking into this. He has approached IT department to look into it.</p> <p>Can message on Saleyards phone be changed? Terry advised that when Graeme is not in yards, the pre-recorded message is not standard. Neil suggested that Graeme sit down with Customer Assist to improve the communication via phone link.</p> <p><u>Jamie</u><br/>Asked about trucking rep (Craig Wheadon) not turning up to these meetings. Suggestion was to use a 'local rep'. After discussion it was agreed to advertise for a trucking representative to join the committee.</p> <p>Moved: Jamie McConachy<br/>Seconded: Jeff Johnson<br/>Carried: 9:0</p> <p>Jeff Johnson said he was pleased that names of where cattle are from are now being displayed. Good result that this is occurring.</p> | <p>Graeme Riches</p> |                 |
| <p>There being no further business, Neil Allen thanked members for attending. The meeting closed at 2.16pm.<br/>Advisory Committee members will be notified of the next meeting to be held.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                      |                 |

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|  <p><b>Agenda</b></p> | <h1>Councillor Workshop</h1> <p><b>Tuesday, 26 March 2013</b><br/> <b>COPACC Meeting Room</b><br/> <b>3.30 pm to 5.30 pm</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                         |
|                                                                                                        | <p><b>ATTENDEES:</b><br/>                 Cr Lyn Russell (Mayor), Cr Stephen Hart, Cr Terry Woodcroft, Cr Michael Delahunty, Cr Brian Crook</p> <p>Rob Small (CEO)<br/>                 Colin Hayman (GM, Corporate &amp; Community Services)<br/>                 Jack Green (GM, Sustainable Planning &amp; Development)<br/>                 Neil Allen (GM, Infrastructure &amp; Services)<br/>                 Brett Exelby (Manager Finance &amp; Customer Services)<br/>                 Paula Gardiner (Manager Capital Works)</p> <p><b>Part:</b><br/>                 Carmen Lawrence, Manager Organisational Support &amp; Development<br/>                 Margaret Giudice, Corporate Development Officer</p> <p><b>Apology:</b> Cr Chris Smith, Cr Mick McCrickard,</p> |                                         |
|                                                                                                        | <h2>Agenda Topics</h2>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                         |
| <p><b>3.30 pm</b></p>                                                                                  | <p><b>Declaration of Interest</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                         |
| <p><b>3.30 pm – 4.30 pm</b></p>                                                                        | <p><b>Draft 2014/2015 Council Budget</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Paula Gardiner/Brett Exelby</p>      |
| <p><b>4.30 pm – 5.30 pm</b></p>                                                                        | <p><b>Draft 2013-2017 Council Plan</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>Carmen Lawrence/Margaret Giudice</p> |

## Councillor Briefing Session

Wednesday, 27 March 2013

### Venue – COPACC Meeting Rooms, Colac

**Present:** Cr Russell (Mayor), Cr Hart, Cr Woodcroft (from 2.45pm), Cr McCrickard (from 11:40am), Cr Delahunty (absent from 10:00am to 10:50am)

**Staff:** Rob Small, Jack Green, Colin Hayman, Neil Allen, Rhonda Deigan (part)

|                 |                                                                                 |
|-----------------|---------------------------------------------------------------------------------|
| <b>9.30 am</b>  | <b>South West Community Foundation – Helen Paatsch/Barrie Baker</b>             |
| <b>10.00 am</b> | <b>Library Budget &amp; Annex – Roslyn Cousins/Pepita Marshall</b>              |
| <b>11.00 am</b> | <b>Active Transport Strategy – Jonathan Daly (GHD), Jodie Fincham</b>           |
| <b>11.40 am</b> | <b>Sarah Henderson – Discuss Council’s Priority Projects – Mike Barrow</b>      |
| <b>12.30 pm</b> | <b>Lunch</b>                                                                    |
| <b>1.10 pm</b>  | <b>Environment Action Plan – Travis Riches/Stewart Anderson</b>                 |
| <b>1.30 pm</b>  | <b>Councillor Briefing Session</b>                                              |
| <b>2.30 pm</b>  | <b>Regional Tourism Board Re-structure – Wayne Kayler-Thompson /Mike Barrow</b> |
| <b>3.15 pm</b>  | <b>Councillor Briefing Session</b>                                              |

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|  <p><b>Agenda</b></p> | <h1>Councillor Workshop</h1> <p><b>Wednesday, 3 April 2013</b><br/> <b>COPACC Meeting Room</b><br/> <b>12.00 pm to 1.00 pm</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                               |                  |
|                                                                                                        | <p><b>ATTENDEES:</b><br/>                 Cr Lyn Russell (Mayor), Cr Stephen Hart, Cr Terry Woodcroft, Cr Michael Delahunty, Cr Mick McCrickard</p> <p>Rob Small (CEO)<br/>                 Colin Hayman (GM, Corporate &amp; Community Services)<br/>                 Jack Green (GM, Sustainable Planning &amp; Development)<br/>                 Neil Allen (GM, Infrastructure &amp; Services)<br/>                 David Testa (Financial Operations Coordinator)</p> <p>Mike Said – Chairperson, Audit Committee</p> <p><b>Apology:</b> Cr Brian Crook</p> |                  |
|                                                                                                        | <h2>Agenda Topics</h2>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                  |
| <p><b>12.00 pm</b></p>                                                                                 | <p><b>Declaration of Interest</b><br/>                 Nil</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                  |
| <p><b>12.00 pm – 1.00 pm</b></p>                                                                       | <p><b>Presentation of the Audit Committee Chairperson’s Report</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>Mike Said</p> |



# Agenda

# Councillor Workshop

Wednesday, 10 April 2013  
COPACC Meeting Room  
9.00 am to 3.45 pm

## ATTENDEES:

Cr Lyn Russell (Mayor), Cr Stephen Hart, Cr Chris Smith (from 10.25 am to 11.23 am), Cr Mick McCrickard, Cr Terry Woodcroft (until 3.25 pm), Cr Michael Delahunty (until 1.20 pm), Cr Brian Crook (absent between 11.20 am and 1.50 pm and left at 3.30 pm)

Jack Green (Acting CEO)  
Colin Hayman (GM, Corporate & Community Services)  
Neil Allen (GM, Infrastructure & Services)

## Part:

|                  |                 |
|------------------|-----------------|
| Mike Barrow      | Patrick Corkery |
| Michael Swanson  | Bronwyn Keenan  |
| Stewart Anderson | Graeme Murphy   |
| Carmen Lawrence  | Paul Carmichael |
| Margaret Giudice | Blaithin Butler |
| Don Lewis        | Gemma Browning  |
| Ian Seuren       |                 |

**Visitors: Geoff Isles & Marg White (Colac Area Health)**

**Apology:** Rob Small (CEO), Doug McNeill (Acting GM, Sustainable Planning & Development)

| Agenda Topics       |                                                     |                                            |
|---------------------|-----------------------------------------------------|--------------------------------------------|
| 9.00 am             | Declaration of Interest                             |                                            |
| 9.00 am – 9.40 am   | Planning Committee Briefing Session                 | Blaithin Butler / Bronwyn Keenan           |
| 9.40 am – 10.00 am  | ACT Project Update                                  | Mike Barrow / Michael Swanson              |
| 10.00 am – 10.20 am | Colac Marketing Strategy                            | Michael Swanson                            |
| 10.30 am – 11.23 am | Planning Committee Meeting                          |                                            |
| 11.30 am – 12.00 pm | Domestic Animal Management Plan                     | Stewart Anderson / Graeme Murphy           |
| 12.00 pm – 12.30 pm | Lunch                                               |                                            |
| 12.30 pm – 1.20 pm  | Council Plan                                        | Carmen Lawrence / Margaret Giudice         |
| 1.20 pm – 1.40 pm   | Draft Heritage Strategy                             | Blaithin Butler / Don Lewis/Gemma Browning |
| 1.40 pm – 2.30 pm   | Meredith Park and Lake Colac Caravan Park Mediation | Paul Carmichael<br>Mike Barrow             |
| 2.30 pm – 3.25 pm   | Colac Area Health – Youth Health Hub Resourcing     | Geoff Isles/Marg White/Ian Seuren          |
| 3.25 pm – 3.45 pm   | Apollo Bay Harbour Masterplan – Road Realignment    | Patrick Corkery/Paula Gardiner/Doug McNeil |



## Old Beechy Rail Trail Committee Meeting

MINUTES of the Old Beechy Rail Trail Committee  
held on Monday 4 February 2013  
at 10.00 am – 12.30 pm

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | RESPONSIBLE OFFICER                                      | ACTION DUE DATE |
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| <p><b>1. ATTENDEES:</b><br/>Cyril Marriner, Tony Grogan (Chair), Glenn Anderson, Christine Humphris, Anthony Zappelli, Bernard Jordan, Phil Dandy, Noel Barry, Chris Smith, Tricia Jukes, Jodie Fincham (COS), Craig Clifford (DSE), Nigel Jenkins, John Wilson (arrived 11.30am)</p> <p>Minutes: Melanie Duvè</p> <p><b>2. APOLOGIES:</b></p> <p>Terry Woodcroft, Kim Vince</p> <p><b>3. CONFIRMATION OF MINUTES FROM PREVIOUS MEETING:</b></p> <ul style="list-style-type: none"> <li>• Bushwalking Victoria and Beech Forest Progress Association member to be included in current term.</li> </ul> <p>Moved – Tony Grogan<br/>Sec – Noel Barry<br/>Carried</p> <p><b>4. BUSINESS ARISING:</b></p> <ul style="list-style-type: none"> <li>• Tony introduces and welcomes Nigel Jenkins, a new member from Beech Forest Progress Association.</li> <li>• Noel Barry was nominated for an Australia Day Award</li> <li>• Pat Barry (Noel's mother) was nominated for Volunteer of the Year</li> <li>• Congratulations from the OBRT Committee <ul style="list-style-type: none"> <li>- Noel thanks everyone</li> </ul> </li> <li>• Tony wishes Noel's mother a speedy recovery from a recent accident. Pat has helped with the Friends activities and still does with painting of trail signs and sheds.</li> <li>• Bob Whitehead will be undergoing a spinal operation <ul style="list-style-type: none"> <li>- Chris Smith moves a motion to pass on well wishes to Bob from the Committee of Management.</li> </ul> </li> </ul> <p><b>ACTION: Tony to pass on well wishes To Bob Whitehead.</b></p> <p><b>4a: Peg out access at Beech Forest</b></p> <ul style="list-style-type: none"> <li>• Will come back to this issue once John arrives</li> </ul> <p><b>4b: Letters to landowners</b></p> <ul style="list-style-type: none"> <li>• Has not happened yet as waiting on John.</li> </ul> <p><b>4c: Hanging of OBRT images</b></p> | <p>Tony Grogan</p> <p>Tony Grogan</p> <p>Tony Grogan</p> |                 |

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | RESPONSIBLE OFFICER                         | ACTION DUE DATE |
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| <ul style="list-style-type: none"> <li>Tony Grogan spoken to Manager, left them a copy of the CD of photos and DVD – can't get DVD working</li> </ul> <p><b>4e: Fun Run event on OBRT</b></p> <ul style="list-style-type: none"> <li>Fun Run will be held 17 March 2013. The event includes 16km run and a 7km walk.</li> </ul> <p>(John Wilson arrived 11.30am)</p> <p><b>4a: Peg out access at Beech Forest</b></p> <ul style="list-style-type: none"> <li>Towers property – no pegs have been put out as yet.</li> </ul> <p><b>4d: Cosworks trail inspections</b></p> <ul style="list-style-type: none"> <li>Inspection of trail with Cosworks – has not been organised yet.</li> </ul>                                                                                                                                                                                                                            | <p>John Wilson</p>                          |                 |
| <p><b>5. CORRESPONDENCE</b></p> <p><b>IN:</b></p> <ul style="list-style-type: none"> <li>Nigel Jenkins is replacing Steve Trotter as the Beech Forrest Progress Association representative</li> <li>Newsletter – Rail Trails Australia</li> <li>Friends Newsletter</li> <li>Rail Trail Committee's to meet jointly at Glenfyne Hall at 3.00pm Sunday for a short walk followed by dinner 24 March 2013. <ul style="list-style-type: none"> <li>To help with Tiger Rail Trail development</li> <li>Response as to who will attend</li> <li>Chris Smith</li> <li>Tony Grogan</li> </ul> </li> </ul> <p><b>ACTION: Jodie to respond to Camperdown/Timboon Rail Trail Committee with confirmation of 2 attendees, possibly 3 if Bernard Jordan can attend.</b></p> <ul style="list-style-type: none"> <li>Geoff Hunter sent a cheque to Old Beechy Rail Trail for \$50 as a donation – received by Chris Smith</li> </ul> | <p>Jodie Fincham</p>                        |                 |
| <p><b>OUT:</b></p> <ul style="list-style-type: none"> <li>Tony Grogan emailed Michael Menzies re cheque querying whether payment had been received.</li> </ul> <p><b>ACTION: Tricia to cancel cheque and re issue for \$300</b></p> <ul style="list-style-type: none"> <li>Progress on Cemetery at Wyelangta <ul style="list-style-type: none"> <li>Grants submission has been submitted</li> <li>Fundraiser to be held 24 March 2013 at Melba Gully 11am – 4pm</li> <li>Colac History group will donate a matched figure.</li> <li>Will look at applying for funding through COS Community Funding Program</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                    | <p>Tricia Jukes</p> <p>Anthony Zappelli</p> |                 |
| <p><b>6. WORKS REPORT</b></p> <p><b>Colac Station yard Trail path:</b></p> <ul style="list-style-type: none"> <li>Further progress with Mercy Place has stalled due to concerns of liability, i.e. pothole in sealed driveway, Mercy Place would have to repair but who would be liable if a walker or cyclist was injured?</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>John Wilson</p>                          |                 |

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | RESPONSIBLE OFFICER                   | ACTION DUE DATE |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-----------------|
| <ul style="list-style-type: none"> <li>John has asked Mercy Place to provide intervention levels and compare these to the Colac Otway Shire. Assess what the gap is and go from there.</li> <li>May be forced to extend a 3<sup>rd</sup> easement for foot/cyclists only off the roadway. Hopefully issue can be resolved.</li> <li>Cost an issue of culverts, want to avoid as too many issues if flooding of the bowling club occurs.</li> <li>Further work needed to get this path way open and more discussions need to be held with Mercy to resolve the issue.</li> <li>Black on yellow signage would be more appropriate in Mercy Place as it is purely advisory – not enforceable.</li> <li>V/Line will not budge on the fencing height along the path – 1.8m high fence is not negotiable.</li> <li>Mercy Place has not so far, requested a fence.</li> </ul>          | John Wilson                           |                 |
| <p><b>ACTION: John to correspond with Tony and Chris as to progress. Make sure project continues to track along.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                       |                 |
| <p><b>Dinmont – Ditchley section:</b></p> <ul style="list-style-type: none"> <li>Application submitted for a planning permit</li> <li>Bridge components to be recycled on trail</li> <li>Paula is working on this section now and having some success</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | John Wilson, Chris Smith, Tony Grogan |                 |
| <p><b>Beech Forest – Ferguson section:</b></p> <ul style="list-style-type: none"> <li>Vic Roads is ok with proposal for trail; however want a formal written proposal.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | John Wilson                           |                 |
| <p><b>Trail inspection:</b></p> <ul style="list-style-type: none"> <li>Full inspection of trail showed in general is ok. Several items were noted and passed onto Andrew Daffy for attention. Four major items were identified and 3 have been taken care of.</li> <li>Small spray unit has arrived – issues of spraying weeds near organic growers have arisen. One located in Maxwell’s Road. This area will need to be slashed and maintained the old fashioned way.</li> <li>No access to mower as yet.</li> <li>Jukes property repairs have been completed</li> <li>Brian Hall has purchased the Dow property.</li> <li>Machinery shed has been donated to the History Group.</li> <li>Proposal from new owner to fix the shed on Brian Hall’s property at Ferguson Recreation Reserve – add a lean to it and have the trail pass by the machines as a feature.</li> </ul> | John Wilson                           |                 |
| <p><b>ACTION: John Wilson to liaise with Recreation Reserve Committee to discuss options.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | John Wilson                           |                 |
| <p>Nigel Jenkins raised the issue of the need to demolish the old Tennis pavilion at Balloon loop. OBRT Committee should be involved, even if only to agree to have shed removed.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                       |                 |
| <p><b>ACTION: Jodie will investigate from a Recreation perspective</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Jodie Fincham                         |                 |

| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | RESPONSIBLE OFFICER                                       | ACTION DUE DATE |
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| <p><b>7. GENERAL BUSINESS</b></p> <p><b>FRIENDS REPORT</b><br/> <b>Colac Station Sign:</b></p> <ul style="list-style-type: none"> <li>• Name board has been made.</li> <li>• Letters have been cast, however there has been some issues with the quality of the letters. <ul style="list-style-type: none"> <li>- 2 or 3 letters are ok and can be bent to fit hard against the board</li> <li>- The rest are usable but will not be to the usual standard, as in they will not be hard against the board.</li> <li>- The letters have been made with 3 separate materials which is not the usual method</li> </ul> </li> <li>• A letter has been written by Tony Grogan to Ray Williams who is the supplier, advising the letters were not as ordered and seeking confirmation that it will not happen again.</li> <li>• Letters will last there is no issue there, they just cannot be flattened out.</li> <li>• Has there been any response from Planning re the position of the sign? <ul style="list-style-type: none"> <li>- No.</li> </ul> </li> </ul> <p><b>ACTION: John Wilson to follow up with Planning re the progress of application.</b></p> <p><b>CLOSURE UPDATE – LAUGHING WATERS &amp; MCDEVITT</b></p> <ul style="list-style-type: none"> <li>• Glen Anderson advised the closure at McDevitt South is close to being lifted. The harvest has been completed, still moving wood but just about done.</li> <li>• The northern end of McDevitts Shed – Smith driveway is now 3-4 weeks off completion.</li> <li>• Glen will advise when open at Southern end, an inspection will be completed before opening.</li> <li>• There are 2 events scheduled to happen on the OBRT, what is the likely activity on the trail during these times <ul style="list-style-type: none"> <li>- Golden Gumboot (October)</li> <li>- Rotary Fun Run (March)</li> </ul> </li> <li>• October – nothing</li> <li>• March – not sure but Glen is happy to negotiate leaving the trail open for events with forward planning</li> </ul> <p><b>8. EXECUTIVE OFFICER REPORT</b></p> <ul style="list-style-type: none"> <li>• As attached</li> </ul> <p><b>Old Beechy Rail Trail Brochure</b></p> <ul style="list-style-type: none"> <li>• Jodie spoke about and showed examples of a tear away map version which has been suggested by the VIC staff as an added option for the brochure</li> <li>• Licence Agreement for</li> <li>• Hypothetical query re sale of properties located along the trail with current Licence Agreements. What happens</li> </ul> | <p>Noel Barry</p> <p>John Wilson</p> <p>Glen Anderson</p> |                 |



| ITEMS & ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | RESPONSIBLE OFFICER  | ACTION DUE DATE |
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| <p>issue. Who is responsible for eradication of these?</p> <p><b>ACTION: John Wilson to refer request to Andrew Daffy to spray</b></p> <ul style="list-style-type: none"> <li>• Future project perhaps to establish signage to point out small relics from the original line.</li> <li>• Heritage overlay audit (survey of relics along the line). No further word on results as yet/final report.</li> </ul> <p><b>ACTION: Jodie to follow up when final report is due on Heritage Overlay and former Colac – Beech Forest-Crowes railway heritage assessment.</b></p> <ul style="list-style-type: none"> <li>• Further signage at Gellibrand is suggested regarding motorbikes</li> <li>• Heritage Festival – There was an impressive display of a Meccano model of the G42 at the event.</li> <li>• Chris Smith brought in the “Remembering the Beechy” DVD, released in December 2012.</li> <li>• Lavers Hill – Crowes landowners all in favour of the Trail progression.</li> <li>• Next meeting is scheduled for 1 April 2013 which is a public holiday – suggestion to move to following week 8 April 2013.</li> </ul> <p>All in favour</p> <p><b>9. ITEMS FOR FUTURE MEETING</b></p> <p>Time Meeting Concluded: 12.15pm</p> <p><b>NEXT MEETING</b> – Monday, 8 April 2013 10.00am COPACC</p> | <p>Jodie Fincham</p> |                 |

### **RIDF Funding (Regional Infrastructure Development Funding)**

- Ongoing monitoring of works progress. Regular team meetings continue to be held with Capital Works Co-ordinator and Manager Capital Works.
- Next report due to Regional Development Victoria May 2013.

### **OBRT Brochure**

- Order has been placed for brochure reprint. Proof currently being reviewed. Once proof is ordered print usually takes 2 weeks.
- Quotes have been investigated for changes to existing brochure to reflect changes as a result of works completed on the trail.

### **Licence agreement**

- Information received regarding possibility of change of ownership of privately owned property along the trail. A request was made to provide information regarding the Licence Agreement, which the new owners may or may not choose to take up. Impact to trail? Follow up will continue and Committee will be advised.

### **OBRT Survey**

- Survey currently featured on the following websites: Colac Otway Shire, Otways Tourism and Rail Trails Australia.
- Results from survey conducted at Easter 2012 by La Trobe Business School have still not been completed.

### **Golden Gumboot**

- Increased Committee involvement – putting out the boots
- Suggestions for prizes and involvement in sourcing prizes?
- Suggestions for 2013 for which section of the trail should be included?
- Potential for Train involvement.
- Suggestion for BBQ location or other final activity e.g. hot soup & sandwiches?

### **Pedestrian Counters**

- Data report presented with figures recorded from Friday 30 November 2012.
- Report with figures to be distributed to Committee