Colac Otway
SHIRE

AGENDA

ORDINARY COUNCIL MEETING

OF THE

COLAC-OTWAY SHIRE

COUNCIL

24 SEPTEMBER 2014

at 4:00 PM

COPACC Meeting Rooms

All Council and Committee meetings are audio recorded, with the exception of matters identified as confidential items in the Agenda. This includes the public participation sections of the meetings. Audio recordings of meetings are taken to facilitate the preparation of the minutes of open Council and Committee meetings and to ensure their accuracy. In some circumstances a recording will be disclosed to a third party. Those circumstances include, but are not limited to, circumstances, such as where Council is compelled to disclose an audio recording because it is required by law, such as the Freedom of Information Act 1982, or by court order, warrant, or subpoena or to assist in an investigation undertaken by the Ombudsman or the Independent Broad-based Anti-corruption Commission.
Council will not use or disclose the recordings for any other purpose. It is an offence to make an unauthorised recording of the meeting.

COLAC-OTWAY SHIRE COUNCIL MEETING

24 SEPTEMBER 2014

TABLE OF CONTENTS

OFFICERS' REPORTS

CHIEF EXECUTIVE OFFICER

OM142409-1 CEO'S PROGRESS REPORT TO COUNCIL 9
OM142409-2 COLAC OTWAY SHIRE COUNCIL - 20TH ANNIVERSARY 33

CORPORATE AND COMMUNITY SERVICES

OM142409-3 AUTHORISATION OF OFFICER (PLANNING AND ENVIRONMENT ACT) 41

INFRASTRUCTURE AND SERVICES

OM142409-4 CONTRACT 1420 - LANDFILL DISPOSAL - PUTRESCIBLE WASTE 45
OM142409-5 BLUEWATER FITNESS CENTRE REDEVELOPMENT PROJECT - PROGRESS REPORT 49

SUSTAINABLE PLANNING AND DEVELOPMENT

OM142409-6 MUNICIPAL EMERGENCY MANAGEMENT PLAN 57
OM142409-7 G21 ECONOMIC DEVELOPMENT STRATEGY 61

GENERAL BUSINESS

OM142409-8 ASSEMBLY OF COUNCILLORS 69

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 September 2014 at 4.00pm.

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.

All Council and Committee meetings are audio recorded, with the exception of matters identified as confidential items in the Agenda. This includes the public participation sections of the meetings.

Audio recordings of meetings are taken to facilitate the preparation of the minutes of open Council and Committee meetings and to ensure their accuracy.

In some circumstances a recording will be disclosed to a third party. Those circumstances include, but are not limited to, circumstances, such as where Council is compelled to disclose an audio recording because it is required by law, such as the Freedom of Information Act 1982, or by court order, warrant, or subpoena or to assist in an investigation undertaken by the Ombudsman or the Independent Broad-based Anti-corruption Commission.

Council will not use or disclose the recordings for any other purpose. It is an offence to make an unauthorised recording of the meeting.

Thank you. Now 30 minutes is allowed for question time. Please remember, you must ask a question. If you do not ask a question you will be asked to sit down and the next person will be invited to ask a question. This is not a forum for public debate or statements.

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

5. QUESTION TIME

6. DECLARATION OF INTEREST

7. CONFIRMATION OF MINUTES

- **Ordinary Council Meeting held on the 27/08/14**
- **Special Council Meeting held on the 10/9/14.**

Recommendation

That Council confirm the above minutes.

OFFICERS' REPORTS

Chief Executive Officer

OM142409-1 CEO'S PROGRESS REPORT TO COUNCIL
OM142409-2 COLAC OTWAY SHIRE COUNCIL - 20TH ANNIVERSARY

Corporate and Community Services

OM142409-3 AUTHORISATION OF OFFICER (PLANNING AND ENVIRONMENT ACT)

Infrastructure and Services

OM142409-4 CONTRACT 1420 - LANDFILL DISPOSAL - PUTRESCIBLE WASTE
OM142409-5 BLUEWATER FITNESS CENTRE REDEVELOPMENT PROJECT - PROGRESS REPORT

Sustainable Planning and Development

OM142409-6 MUNICIPAL EMERGENCY MANAGEMENT PLAN
OM142409-7 G21 ECONOMIC DEVELOPMENT STRATEGY

General Business

OM142409-8 ASSEMBLY OF COUNCILLORS

Sue Wilkinson
Chief Executive Officer

CHIEF EXECUTIVE OFFICER

ITEM
OM142409-1 CEO'S PROGRESS REPORT TO COUNCIL
OM142409-2 COLAC OTWAY SHIRE COUNCIL - 20TH ANNIVERSARY

OM142409-1 CEO'S PROGRESS REPORT TO COUNCIL

AUTHOR:	Rhonda Deigan	ENDORSED:	Sue Wilkinson
DEPARTMENT:	Executive	FILE REF:	F11/3291

EXECUTIVE

I have been overwhelmed with the warm welcome I have received from the Colac Otway community and Council and I look forward to further opportunities in the future to meet with community groups and individuals.

My first month at Colac Otway has been extremely busy and rewarding. Some of the highlights include:

- Meeting members of the community at the council meeting held in Birregurra.
- A visit to the Colac Regional Saleyards on sale day. This is a fantastic facility for the region.
- A comprehensive tour of the Shire including visits to Colac, Birregurra, Gellibrand, Forest, Lavers Hill and Apollo Bay. I have also travelled along the Great Ocean Road through the lovely hamlets of Wye River, Separation Creek and Kennett River. Over the next couple of weeks, I have plans to tour the Apollo Bay Harbour.
- Attended a production at wonderful COPACC, "The Harbinger".
- A tour of Bluewater Fitness Centre to witness firsthand the progress being made on this exciting project.
- A briefing with State Government staff on the Advancing Country Towns projects.
- Working on an advocacy campaign which will hopefully secure the funding required to turn the Central Reserve into a premier sports ground.
- Meeting with Regional Development Victoria.
- Briefing with State Government on the G21 Region Opportunities for Work (GROW) project.
- Meeting with Chair of G21, Elaine Carbines.
- Meeting with Barwon Water.
- Attended a community information session on the Domestic Wastewater Management Plan.

G21 Board Meeting

The Mayor and CEO attended a G21 Board meeting in the Golden Plains Shire on 29 August 2014. Discussion included:

- The Labor Party's Bay West and the West Gate Distributor proposals presentation
- Simonds Stadium Redevelopment
- G21 and Committee for Geelong
- G21 Economic Development Strategy
- G21 Audit & Risk Committee Meeting Minutes and Report
- Draft G21 Business Plan – Key Action Sheet July 2014 – June 2015.

Victorian Government Regional Growth Fund Dinner

Since its establishment in 2011, the Regional Growth Fund has delivered almost $430 million, generating over $1.7 billion of total investment across more than 1,500 projects. To mark this milestone and to celebrate the achievements of regional and rural Victoria, more generally, a dinner for the Mayors and CEOs of regional councils was held in Melbourne on

9 September 2014. The Mayor and CEO attended this dinner which was hosted by the Deputy Premier Ryan, the Honourable Peter Ryan, MLA.

Signing of Colac Otway Shire Council's Refugee Welcome Zone Declaration
Following on from Cr Crook's successful notice of motion adopted by Council on 25 June 2014, the Mayor signed the Refugee Welcome Zone Declaration on behalf of the Colac Otway Shire Council on 10 September 2014. Also in attendance were members of our South Sudanese, Iranian and Afghanistan refugee communities, a representative from the Refugee Council of Australia, CEO and staff of Diversitat, members of Apollo Bay Rural Australians for Refugees, Councillors, the CEO and officers. Highlights of the event included the speech given by a member of the South Sudanese community who spoke about how much he loved his new home and the opportunities his new country presented to himself and fellow refugees and the beautiful hand stitched craftwork provided by one of our Afghanistan families.

G21 Stakeholder Forum
Cr Hart and the CEO attended the G21 Stakeholder Forum in Torquay on 12 September 2014. The forum, which is an annual event, provided attendees the opportunity to hear from a range of leaders on issues and trends impacting the G21 region in the lead-up to this year's state elections. Guest speakers included the Premier of Victoria, the Honourable Denis Napthine MP, Leader of the Opposition, the Honourable Daniel Andrews MP and the Leader of the Victorian Greens, Greg Barber MP.

Great South Coast CEO Forum
The CEO attended the Great South Coast CEO forum held in Warrnambool on 19 September 2014. Discussion included:
- Regional Growth Plan implementation
- Improving passenger rail update
- Regional Innovation Summit preparation
- Shared services

Youth Council
The Colac Otway Shire Youth Council continues to meet on a fortnightly basis. Current activities that the group is working on include a street art project and a sleep-out to raise awareness of youth homelessness.

CORPORATE & COMMUNITY SERVICES

HEALTH & COMMUNITY SERVICES

Environmental Health
At a Glance:

Activity	Inspections	Complaints
Food Safety	25	4
Personal Appearance Services	2	1
Accommodation	4	0
Pools Waterways	0	0
Septic Systems	17	5
Infectious Disease	0	0
Tobacco Control	5	0
Nuisance	NA	5

Food Safety

Food Premises Inspections: 25

Food Recalls: 1

- 1x raw apricot kernels - High levels of hydrocyanic acid

Food Premises Complaints: 4

- Selling out of date products: not justified.
- Alleged improper food handling: unjustified.
- Quality of food at nursing home. Not within jurisdiction but brought to centre's attention. Information provided to complainant re: complaints to Federal Department of Health and Aging.
- Cleanliness of food premises toilet. Justified.

Food Monitoring: 0

New Food Premises Applications**:** 1

Markets/Events: 1

- Colac Lions Club Sunday Market inspected

Coordinators Note:

- Tourism Australia research is driving the Restaurant Australia campaign. The key message from the research:

"… for people who have never visited Australia, only 26 per cent associate the destination with a good food and wine offering. However, for those who have visited, Australia is ranked second across the 15 major markets for its food and wine experiences (60%) behind France and ahead of Italy (third). More importantly though, for visitors from China, USA, France, India, Indonesia, Malaysia the UK and South Korea, Australia is ranked as the number one destination for food and wine." - Andrew McEvoy, Managing Director Tourism Australia.

When considered in the light that the Great Ocean Road appears in the top 10 recommended destinations for Australia across multiple tourism sites, it highlights the need for Colac-Otway Shire to continue to monitor food safety within the shire. The high risk area of food safety occurs with temporary and mobile food sales at festivals and other events. Environmental Health and the eTeam have been working closely to ensure that all events requiring Council permits are set-up well and inspected.

The temporary and mobile food sales are an issue for Environmental Health as:

1. Increasing numbers are registered outside of our shire (less control and variable quality of assessments); and
2. Due to the implementation of the state-wide registration system for temporary and mobile food premises, ***Streatrader***, there is no cost recovery option for the weekend work that is required to inspect the traders.

A new Food Safety Program template (version 3) is available from Victorian Department of Health. This document has been produced as a part of the 'red tape reduction process' and potentially reduces the record keeping requirements for high risk food premises.

Personal Appearance Services (PAS) (hairdressers, tattooists, beauty therapists)

PAS Inspections**:** 2

PAS Complaints**:** 1

- Failing to clean utensils between customers. Justified.

Coordinator's Note:

- The complaint investigation highlighted the use of *credo blades*, used for foot shaving. Many foot spa operators appear to be unaware that the use of blades for shaving feet is considered 'skin penetration' requiring the device to be either disposed of or sterilised between clients. Beauty parlour premises are being contacted regarding this issue and EHOs will be looking for this practice in other personal appearance service premises during routine inspections.
- Contaminated tattoo ink continues to be of concern with a second Advisory notice by the Chief Medical Officer. The notice issued on 29 august 2014 advises of a recall of certain items in the US for microbial contamination. While there is no evidence of these items being used in Australia, the ability of private individuals and businesses to directly import products justifies the need for operators and EHOs to be aware. Both tattooists have been advised.

Accommodation

Prescribed Accommodation Inspections**:** 4
Complaints**:** nil

Pools/Waterways

Inspections: 0
Samples: 0

Immunisation

Immunisation numbers**: 58**

Coordinator's Note:

Three major changes to the vaccine program will be occurring in 2015.

1. Schools have been authorised to provide parent contact details to local Councils for the purpose of the vaccine program.
2. The vaccinating age for diphtheria, tetanus and whooping cough, will now conducted earlier, from year 7. This requires a 'catch-up' program in 2015 for years 8, 9, 10.
3. Human papillomavirus (HPV) vaccine will be offered to all students (both male and female) in Year 7. The program for Year 9 boys is to be completed in December 2014.

Septic Systems

Inspections : 17

Permit to Install Issued**: 3**

Permit to Use issued: 5

Complaint: 5

- 2x alleged run-off containing effluent. Works undertaken to address immediate drainage concerns. Further work during summer to assess effectiveness of system.
- 1x registered food premises septic system generating odour. Unverified. Ongoing monitoring required.
- 1x use of primary treated effluent for lawn watering. Justified. Effluent disposal has been returned to permit approved method and connection to sewer to be undertaken.
- 1x smell from neighbours septic system. Unverified. Ongoing monitoring required. Issue due to intermittent occupation as issue location is a holiday house.

Infectious diseases.

***Notified outbreaks*: nil**

***Single incidents*: nil**

Coordinator's Note:
Victorian Government Department of Health is in the final stages of preparing the Victorian Health Management Plan for Pandemic Influenza. This will provide a more detailed framework for Council to review the Shire's pandemic and epidemic plans.

Chief Health Officer Alert:

- 22/8/14 - Measles Cases in Melbourne. There have been 68 confirmed cases confirmed cases of measles have occurring in Melbourne since 1 January 2014, eight since 1 August 2014. This is the highest level since 2001. Five of these eight cases have been unimmunized children. Measles is highly infectious (airborne transmission) and secondary cases are likely to occur. The alert has been circulated to Hospital Emergency wards and GP's.

Tobacco Control

***Tobacco Compliance Inspection*:** 9

***Complaints*:** 0

Coordinator's Note

- No smoking signs at children's outdoor play areas are partially completed with corflute no smoking signs installed at fenced locations. No smoking signs erected on poles should be completed by the end of September 2014. The installation of these signs is a collaboration between Colac Area Health, Council's Environmental Health, Sport and Recreation and Cosworks units.

- Smoking is to be banned at certain building entrances. On 5 August 2014, the *Tobacco Amendment Bill 2014* was introduced into Parliament. The Bill will introduce further outdoor smoking bans to prohibit smoking: within the grounds of, and at and within four metres of an entrance to, all Victorian childcare centres, kindergartens (or preschools) and primary and secondary schools; at and within four metres of an entrance to children's indoor play centres and Victoria public premises. Victoria public premises are all public hospitals and registered community health centres and certain Victorian Government buildings. The Bill will also quadruple the penalty for possession of illicit tobacco by retailers and wholesalers, and *will amend the powers of entry for inspectors to enhance enforcement of outdoor smoking bans*.

Nuisance Complaints

Nuisance Investigations: 5

- Alleged asbestos dumped on the side of road. Lab test negative to asbestos containing material.
- 2 x dead stock. 1 x justified in urban area of Colac. 1x in middle of farm land, odour would be objectionable – issue is a part of an ongoing dispute. Previous complaints on dog noise (Local Laws), dumped diesel (investigated and referred to EPA), farm safety (Worksafe contacted), parties have been referred to civil arbitration.
- 1x dirty toilets. Responsibility clarified with complainant (owner of restaurant).
- 1x alleged mould premises. Referred to Rental Tenants Authority. Preliminary inspection revealed property up for sale and unoccupied. Potentially vexatious complaint.
- 1x alleged rodent infestation residential property. Nominated source location unjustified.

Coordinators Note:

A review of the State environment protection policies (Noise) is being undertaken and includes consideration of the approach to regulating commercial and industrial noise in regional Victoria. Currently, SEPP N-1 only applies in metropolitan Melbourne, while commercial and industrial noise outside metropolitan Melbourne is covered by the EPA guideline Noise from Industry in Regional Victoria (NIRV).

Public Health

Issues: nil

Education*:* nil

***Coordinators Note*:**

- Victorian Department of Health have released a new publication for people on private drinking water supplies (tank and bores) to assist them in keeping their drinking water safe.

Rural Access

Colac Otway Shire Rural Access and Parks Victoria have jointly funded the construction and importation of an all-terrain one-wheel wheelchair suitable for use on some of the recreational walks available in the shire. The wheelchair is suited for sandy and semi rough tracks making it easier to access recreational tracks in the area. Both children and adults can use the wheelchair and it requires two adults to direct and move the chair (sherpas).

Other suitable walks for use in the shire may include parts of the Great Ocean Walk, Melba Gully, and the Old Beechy Line Trail. Surf Coast Shire has an all-terrain chair and it was recently used to access the Otway Fly. Hire of the wheelchair is free and chair bookings will be managed through the Great Ocean Road Visitor Information Centre. The availability of the wheelchair will be promoted internationally through the Lonely Planet Accessible Great Ocean Road guide (a web-based product) and Destinations for All World Summit in October 2014.

Council will participate in a ministerial launch on 29 September 2014 in Apollo Bay, with the likely venue being the Visitor Information Centre.

Maternal and Child Health

There were 18 new babies born in August 2014, with 7 first time mothers.

Maternal & Child Health (MCH) staff are receiving positive feedback from families following the introduction of SMS messaging to confirm MCH appointments by the Rae St Customer Assist staff. It has released the nurses from the need to phone families relating to appointments, and enabled them to add additional consultation time into their calendars.
Since the introduction of lactation consultations with our MCH Lactation Consultant, 30 women have been given additional support, and breast feeding figures for mums fully breast feeding at 6 months have increased.

Statistics – August 2014

- 18 infants enrolled from birth notifications.

Key Ages and Stages Consultations Home visits: 18 (including 7 visits to families of Aboriginal or Torres Strait Islander background).					
2wks	16	**4wks**	21	**8wks**	14
4mths	18	**8mths**	7	**12mths**	17
18mths	10	**2yrs**	5	**3.5yrs**	15

Other services provided included:

- 99 additional consultations
- 31 phone consultations.
- 7 opportunistic immunisations.
- 21 Child and Family Referrals for speech, vision, nutrition and maternal physical and emotional health.
- 37 Child and Family Counselling sessions provided. The majority of counselling was for maternal emotional health and child nutrition.
- New Parents Groups - 4 sessions in Colac.
- This month we commenced with 34 cases open for our vulnerable families requiring Enhanced Home Visiting service (Vulnerable and at risk families). We opened 10 new cases and closed 11.

Older Persons & Ability Support Services (OPASS)

Seniors Week

The planning and advertising for the 2014 Seniors Festival has been completed. There is a wide range of events that will occur during 6 - 10 October 2014 to cater for a variety of interests.

The events include bus trips with meals provided including:

- a guided tour of Ballarat and Creswick Woollen Mills
- the Fox Classic Car Collection in Melbourne
- a day out at the Ballarat Turf Club in the Member rooms
- a trip to Purrumbete Homestead that includes afternoon tea.

There are also morning teas with cake in Colac, Apollo Bay and Birregurra. Apollo Bay will have a community choir, an Irish Trio and Melody Makers followed by a high tea.

This year we will not be having a Country concert though one is scheduled for 2015.

We are currently seeking photos of positive images of older people to exhibit in Kanyana during Seniors Week. There will be prizes awarded for various categories through funding for the Improving Livability for Older People (ILOP) project.

Monthly Out & About Bus Trips 2013-2014
The Out & About monthly trips for 2013-2014 for our seniors groups continue to be very successful. The buses regularly have the maximum of 50 users for each trip. Trips are to various destinations, within 2 hours from Colac, which include a 2 course meal and sight-seeing. All trips have an OPASS administration staff member on board for support and emergencies.

The "Out & About Trips" are now into their 12th year of service.

RECREATION ARTS AND CULTURE

EVENTS

Upcoming Events
Colac Orchid Show – Friday 10 October to Sunday 12 October 2014
Annual Orchid show held at the Colac Showgrounds.

Chase the Dog – Saturday 11 October 2014
Inaugural charity bike ride from Forrest, through the Old Beechy Rail Trail, along Turtons Track and back to Forrest. The bike ride raises funds for Beyond Blue.

Birregurra Festival and Arts Show – Friday 10 October to Sunday 12 October 2014
The annual community festival and arts show in Birregurra which has maintained its status of one of the shire's major events, attracting up to 10,000 people.

Gellibrand Scramble – Sunday 12 October 2014
Classic motorcycle scramble bike race in Gellibrand. This race is for pre1960 to pre1978 bikes and is run by the Classic Scramble Club.

GORC Classic – Saturday 18 October 2014
Annual bike ride from Lorne following the Gran Fondo route (Lorne to Skenes Creek along the GOR, through Forrest, Barwon Downs, Deans Marsh and back to Lorne). 300 riders compete in the event and half do the route in a clockwise direction (Lorne, Skenes Creek, etc) and the other half completes the route in an anti-clockwise direction (Lorne, Deans Marsh, Barwon Downs, etc). There are no road closures with this event.

Hunt for the Golden Gumboot (Section 2) – Monday 20 October to Saturday 1 November 2014
Hunt for the Golden Gumboot (Section 2) will take place along the Old Beechy Rail Trail from Beech Forrest to Ferguson. 10 Golden gumboots hidden along this section of the trail will contain instant prizes for the lucky winners. A BBQ will be held on Sunday 2 November 2014 in Gellibrand and the main prize will be drawn at this BBQ.

FReeZA
Handover has commenced with Colac Area Health (CAH). CAH will deliver the Freeza program until the current funding finishes in 2015, when they can apply for the next round of funding.

The next Freeza event is the Birregurra Movie Night on Friday 10 October 2014 at the Birregurra Primary School. Two movies will be shown, Frozen and Pirates of the Caribbean – Curse of the Black Pearl.

RECREATION
Redevelopment of Apollo Bay Playground
Tenders have been invited for the design and construction of an all access, all age regional playground in Apollo Bay including provision of playground equipment, soft fall and edging. This project will result in a new playground on the foreshore and will be developed in partnership with the Apollo Bay community.

Wayfinding Signage manufacture and installation
Stage 3 of the Wayfinding Signage project has commenced which will involve the manufacture and installation of signs in Colac and Apollo Bay. The Wayfinding Signage project will provide map-based and related signage which is designed to be integrated parts of a comprehensive signage suite featuring local branding and consistent colour and design themes. The project will strengthen the local community by providing important quality local infrastructure that supports an increase in walking and cycling. The map-based wayfinding signage will feature walk-time estimates and the signage will be complemented by directional signs along major walking routes and cycling routes, illustrating the proximity of local destinations and helping people to walk to them quickly, easily and safely.

The project has been funded by Regional Development Victoria, the Department of Transport, Planning and Local Infrastructure, VicRoads and Council.

Draft Playground Framework
A new playground framework has been developed to outline the principles and standards for playground development, maintenance and upgrades. It sets goals for future work so that resources are focussed on ensuring that our playgrounds are challenging, safe and accessible for all. The framework will assist Council to respond to the community's increasing usage and expectations of play spaces in public open space and to adapt play spaces to future changes in the environment. The draft document will be presented to Council for consideration over the coming months before being presented to the community for feedback.

COPACC
August 2014 was an extremely busy month at COPACC with more than 3,000 people attending performances and functions at the centre. Almost 60 events were held at COPACC during the month. Trinity College's season of *Aida* attracted an audience of almost 1,000 people.

September, October and November 2014 are shaping up to be extremely busy months with a huge variety of events including dance school concerts, school productions, the *Powercor Otway Business Inc Awards*, sports club presentation nights, and business events.

The Tiffany Eckhardt and Dave Steel *See You Later* concert in August sold-out and was a popular event.

COPACC's first week-long circus residency, with Queensland based *Circa*, was a great success. The troupe of six performers gave workshops at three schools plus COPACC.

They performed four shows of *61 Circus Acts in 60 Minutes* and one performance of *Wunderkammer* – with several sold-out performances.

INFRASTRUCTURE & SERVICES

SUSTAINABLE ASSETS

ACTIONS	STATUS	% COMPLETION	PROGRESS COMMENTS
Work with the Finance Unit to complete Stage 2 of the Authority Asset Management Module implementation	Not Started	0%	Implementation of stage 2 is scheduled to commence in October 2014.
Community infrastructure and asset renewal plan.	In Progress	80%	Draft Asset Management Plans for Council's infrastructure assets will be presented to Council in the near future for adoption.
Review annual budget requirements for renewal program and present to Exec as part of the budget process and incorporate into long term and capital works plans.	Not Started	0%	Revision of the forecasts for infrastructure asset renewal is undertaken as part of the annual budget planning process. This body of work is expected to commence in the second quarter of 2014/15.
Monitor the performance and condition of Council's various asset types through programmed inspections and data collection.	In Progress	5%	Currently developing the specification for bridge inventory data collection which is expected to be carried out in the 4th quarter of 2014.
Implement the asset renewal and maintenance programs.	In Progress	17%	The 2014/15 Asset Renewal and maintenance programmes are in progress at various stages of planning and implementation.
Bridge Reconstruction Program.	In Progress	15%	The 2014/15 Bridge Renewal Programme includes the following projects: - Replacement of the Apollo Recreation Reserve Bridge - Major repairs to F Pearces Access Bridge over the Barham River - New concrete deck overlay to bridge along the Cape Otway Road Preliminary investigations on each of the projects are nearing completion in preparation of tendering of works. Final designs for the rehabilitation of the Cape Otway Road bridge have been received. This project will be tendered in the near future.

ACTIONS	STATUS	% COMPLETION	PROGRESS COMMENTS
Complete specific incident inspections to identify and address safety/risk issues associated with elements of Council's road and footpath networks; including rail crossings and in response to reported incidents.	In Progress	17%	Incident inspections are completed as required in line with Council's Road Management Plan.
Manage building maintenance programme to address programmed and reactive maintenance needs.	In Progress	17%	Repairs to the SP&D packaged air conditioning unit have been completed. Maintenance works on the packaged unit servicing the main auditorium in COPACC are underway.
Footpath Renewal Program.	In Progress	10%	Works packages have been finalised and are currently being allocated to contractors on Council's Supply of Concrete Works Contract panel.
Complete road and footpath network inspections to meet frequencies prescribed by Council's Road Management Plan (RMP).	In Progress	17%	All inspections are conducted in accordance with Council's Road Management Plan. Footpath inspections were undertaken along Colac's Primary level network, which includes the CBD and the streets immediately surrounding schools, churches and other points of interest. Road inspections covered Colac Urban Access Roads and Rural Access Roads in Murray Ward Inspection Area 3. This area covers the localities of Barwon Downs, Gerangamete, Murroon, Pennyroyal, and Yeodene. Rail Crossing inspections have been completed.
Annual Road Resealing Program.	In Progress	12%	The 2014/15 Sealing Programme was tendered during the week ending 12 September 2014 and close 15 October 2014.
Building Renewal Program.	In Progress	17%	The following is a status summary of projects being completed under the 2014/15 Building Renewal programme: - The refurbishment of the Larpent Hall kitchen is complete. - The upgrade of the Lake Colac foreshore toilets has been completed. This project involved; rendering of internal and external areas; replacement of existing concrete paths; installation of security doors; upgrade to plumbing fixtures; and application of an epoxy floor finish. - Replacement of the existing roof to the Apollo Bay Depot Shed has been completed.

ACTIONS	STATUS	% COMPLETION	PROGRESS COMMENTS
Coordinate inspections and reporting of Essential Safety Measures relating to nominated Council buildings.	In Progress	5%	The contract for the provision of services relating to the inspection and maintenance of essential safety measures was awarded to Australian Essential Services Group. Progress is being made in mobilising the contract.
Implement the 2013/14 Kerb & Channel Renewal Programme.	In Progress	5%	Currently prioritising works and allocating work packages to contractors.

CAPITAL WORKS

ACTIONS	STATUS	% COMPLETION	PROGRESS COMMENTS
Review and update the environmental protection and management policy and procedure relating to infrastructure activities.	In Progress	50%	A new Construction Environmental Management Plan template has been developed and is nearing completion. The policy and procedure and Environmental Impact Assessment template are in initial stages of review.
Facilitate the construction of the public off street car park at Pascoe Street Apollo Bay.	In Progress	70%	Contract has been awarded to Lake & Land Pty Ltd. Works commenced on site mid-September 2014.
Develop the Colac Drainage Strategy.	In Progress	5%	The Colac Drainage Strategy is to be carried out as a deliverable of the Colac 2050 Plan. The Strategy scope has been sent to the Colac 2050 Plan Steering Group for inclusion in the Plan Contract Documents.
Complete the 2014/15 component of the Old Beechy Rail Trail project funded by RIDF.	In Progress	50%	The Mercy Place / Colac Rail Yard and the final section of the Dinmont to Ditchley section is nearing completion. Installation of Emergency Markers at selected locations along the Trail is also well advanced.

Bridge Reconstruction Program
A condition, loading and options report has been completed for the Sand Road Bridge rehabilitation and these options are currently being reviewed. A design for rehabilitation of the Cape Otway Road Bridge has been received for comment by Council following recommendations in a Level 2 Bridge Inspection conducted in 2012. Preliminary planning for several other bridges is also underway for rehabilitation/construction in the 2014/15 financial year.

Survey – Slashers Bypass construction by special charge
A survey was issued to the property owners of properties gaining primary access from Slashers Bypass, Wye River relating to a proposed special charge scheme that would see the road constructed to an improved standard. Survey results are currently being reviewed.

Beech Forest Block offset
An area of bushland in the Council Reserve near Beech Forest has been secured under agreement with the Department of Environment and Primary Industries (DEPI) in perpetuity to offset the loss of native vegetation through 3 Council projects (Old Beechy Rail Trail Ferguson to Beech Forest, Harrington Memorial Park, and Bluewater Fitness Centre

Reconstruction). The Security Agreement has been signed by the CEO and is currently with DEPI for signature and execution.

MAJOR CONTRACTS

Port of Apollo Bay Funding 2014 – 2015 – State Government funding allocation
Advice has been received from Department of Transport, Planning and Local Infrastructure (DTPLI) confirming the allocation of operational funds for Port of Apollo Bay as indicated below:

Operational funding	$702,074
Asset Maintenance Funding	$77,840
Total Recurrent Funding (ex GST)	$779,914

The above funding will be used for Port of Apollo Bay day to day operational activities in accordance with the Management Agreement signed between Council and DTPLI. The level of funding has been the same as the last two financial years without any CPI increases due to State Government funding constraints.

Port of Apollo Bay – New Dredge and Workboat
The naming competition for new Dredge and Workboat engaging school children from Apollo Bay has concluded satisfactorily and the names selected are “Apollo” for the dredge and “Urchin” for the workboat. Media articles have been published in the local newspapers advising the community of the outcome of the naming competition.

The construction of the dredge has been completed satisfactorily and it has been moved out of the construction workshop for conducting sea trials scheduled in the first week of September. Arrangement has been made for relevant harbour staff to participate in the sea trial in order to ensure that any problems are detected and rectified in a timely manner. An order has been placed by the dredge builder for the dredge to be towed to Port of Apollo Bay through sea. The likely date for the delivery of dredge at Port of Apollo Bay is around 20 September 2014. Necessary training will be provided to the harbour staff on the use of new dredge. Harbour management is working with Department of Environment and Primary Industries (DEPI) for a long term Coastal Management Act Consent for continued dredging of the harbour.

Barwon South West Local Government Forum BSWW
A meeting of the Barwon South West Local Government Forum was held on 25 August 2014 at Colac Regional Library and Learning Centre. Cr David Bell, Surf Coast Shire Council, has been accepted as the Local Government Nominee in replacing Cr Andy Richards, City of Greater Geelong. whose nomination was not accepted by the Minister. The Barwon South West Local Government Forum will meet on a bi-monthly basis on the first Monday of the month with the next meeting scheduled on 6 October 2014 in Geelong. In accordance with the Waste Forum Guidelines the Forum shall establish an Advisory Reference Group comprising of Council officers that shall meet prior to Forum meetings to discuss issues referred to them and report back to the Forum. At present the Advisory Reference Group has been asked to discuss member Councils’ annual contribution to the Regional Group and prepare a recommendation on future projects and programs for necessary consideration.

Tenders
The reporting period is from 9 August to 8 September 2014.

Tenders opened since the last reporting period:
No tenders have been opened since the last report.

Tenders awarded since the last reporting period:
1402 – Old Beechy Rail Trail Construction – Mercy Place & Colac Railway Yard – to Wayne Fitzgerald
1411 – Supply & Install Wayfinding Signage – to Challis Design
1419 – Property Valuation Services – to PRP South West Victoria Rating Services
1416 – Consultancy Services – Domestic Wastewater Management Plan – to Whitehead & Associates Environmental Consultants
1415 – Car Park Construction – Pascoe Street, Apollo Bay – to Lake & Land

Tenders advertised since the last reporting period:
1421 – Harrington Memorial Park Development, closing 24 September 2014
1426 – Design & Construct – Apollo Bay Playground, closing 1 October 2014

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

Subdivision	Status
32 Tulloh St, Elliminyt 11 Lot Subdivision	Contractors have constructed the road sub base and installed kerb and channel and underground drainage. Works on footpath and completion of the road will occur shortly.
Queen Street, Colac (Stage 1A) 5 Lot Subdivision	Works commenced on the five lots fronting Queen Street, Colac with footpath and driveway construction. Services are also being installed.

COSWORKS

Works undertaken by Cosworks during August are as follows:

Minor Patching
Minor patching works is ongoing on sealed road repairs to keep up with potholes and edge breaks with granular materials particularly in all areas of the shire.

Storm Damage
During the last week of August there was an average number of fallen, hanging and dangerous trees due to wind damage and soft/wet ground. This has occurred mainly in the southern section of the shire.

Road Regrading
Road regrading activity has increased in all areas as a result of improved weather conditions.

Gravel Road Resheeting
Approximately 12 km of gravel resheeting works have been completed on the following roads;

- Old Beech Forest Road (Timber Roads funding),
- Shurvells Road,
- Bullock Swamp Road,
- Tannis Road,
- Warncourt Cemetry Road and
- Ridge Road. Approx 12 km completed.

Routine Drainage Works
During August, routine drainage works were completed in the following townships:

- Apollo Bay
- Wye River, Kennett River
- Separation Creek
- Skene Creek
- Marengo

Routine drainage works were completed in the following areas:

- Johanna
- Kawarren
- Gellibrand
- Forrest

Bridge Maintenance
Bridge decking has been replaced on the following bridges:

- Kings Track
- Silks Access
- Clancys Access
- Watsons Access
- Sand Road
- Jacksons Track
- Pearces bridges.

Vegetation Control
Vegetation control works were undertaken on:

- Devondale Road
- Manna Gum Drive Road
- Bracks Access
- Benwerrin – Mt Sabine Road
- Sunnyside Road
- Old Beech Forest Road
- Buchanan Street.

Sport Ovals
Central Reserve repairs to surface continued weekly for preparation for football finals. Mowing ovals continues with improved weather conditions.

Memorial Square
Repairs to playground equipment have been completed.

Botanic Gardens
Sprinkler system and Rose Arbour upgrades have been completed.

Tree Planting
Trees planted in Beech Forest and Colac townships.

Tree Maintenance
Tree pruning under powerlines in Colac is approximately 70% completed for the period. Tree maintenance works were completed in Apollo Bay and Colac townships. Tree works are continuing for clean up of storm damage particularly with branches stuck in trees and removing damaged and dangerous trees in the southern sections of the shire.

Township Mowing
Township mowing has been completed at:

- Apollo Bay
- Gellibrand
- Beech Forest
- Barwon Downs
- Forrest
- Carlisle
- Beeac
- Cressy
- Birregurra
- Kawarren.

Old Beechy Rail Trail
Ongoing clean up of fallen trees in areas which are difficult to access. Mowing and weed spraying has commenced on sections.

SUSTAINABLE PLANNING AND DEVELOPMENT

Planning & Building

Local Bushfire Planning Policy Project
Officers met with State Government representatives on 3 September 2014 to discuss the implications of the State Government's Bushfire Management Overlay (BMO) changes for Council's project examining the potential for BMO schedules in eight of its high risk towns. Shire officers initiated this meeting to look at the broader issue of how BMO Schedules might be applied across the state under the new state provisions. The meeting was useful in advancing thinking on this issue, and we expect to better understand future directions for Council's project in the coming months.

Planning Scheme Amendment C75 (Open Space)
The Planning Minister approved and gazetted Planning Scheme Amendment C75 on 11 September 2014. The amendment increases the amount of public open space that will be required for subdivision of land in Colac, Apollo Bay and Birregurra. This is a significant milestone for Council in terms of responding to the lack of neighbourhood open space in these places, and implements one of the key recommendations of Council's 2011 Open Space Strategy.

Colac 2050 Plan
Officers are currently in the process of finalising the scope and governance arrangements for the Colac 2050 Plan. This follows the recent announcement of State Government funding ($150,000) for the project. The project will be incorporating other Colac related projects funded in 2014/15 including the: Colac Drainage Study, Lake Colac Foreshore Master Plan and Colac Urban Forest Strategy. It is intended to seek the services of a specialist engagement company/person to develop an innovative engagement plan. The next steps will be appointment of a project manager and tenders being sought for a suitable consultant(s) to undertake the project.

Domestic Wastewater Management Plan (DWMP)
Consultant firm Whitehead & Associates has been appointed following a public tender process to prepare a Domestic Wastewater Management Plan (DWMP) for the Shire. The Project Steering Committee, including Barwon Water and Wannon Water, has met with the consultant at an inception meeting, and work on the study has commenced. Field

inspections have been carried out on a selection of unsewered properties in towns within the water catchments designed to assist the development of a constraints analysis for the different towns. Drop-in community information sessions have also been held for members of the community to learn more about the project. Sessions were held in Colac, Beech Forest and Gellibrand on 16, 17 & 18 September 2014.

2014 Planning Scheme Review
Officers are in the process of finalising an in-house review of the Colac Otway Planning Scheme to identify policy gaps and opportunities for improvement, and inform Council's strategic planning program and future amendments to the Planning Scheme. Forums have been held with relevant agencies/referral authorities and local practitioners who regularly liaise with the Council through planning permit processes, and feedback has been received from the community via an on-line survey. A report will be tabled at an upcoming Council meeting for consideration of the report.

Amendment C73 (Apollo Bay Harbour Master Plan)
The public exhibition period for the amended Planning Scheme Amendment C73 concluded on 10 September 2014. At the time of writing the report there were 38 submissions. The amendment now proposes to rezone the Apollo Bay Harbour area to Special Use Zone (SUZ2) and introduce a specific schedule relating to the harbour precinct. Council will consider all new submissions at its October meeting before further consideration by the independent panel which has already been appointed by the State Government.

Planning Scheme Amendment C74
An independent planning panel appointed to hear submissions to Planning Scheme Amendment C74 completed a two day hearing on 29 August 2014. The amendment incorporates the recommendations of the Apollo Bay Settlement Boundary and Urban Design Review 2012. A report from the panel, making recommendations to Council on how it should respond to submissions is expected to be received by early October.

Colac Development Plans
The public exhibition period for draft development plans for three precincts at Elliminyt in the Development Plan Overlay 2 (DPO2) closed on 28 July 2014. Council officers and the project consultant have reviewed the submissions and are considering what changes will be recommended in response to the issues raised. The plans are seeking to guide future subdivision applications for the remaining undeveloped lots in each precinct. Officers recently briefed Council on submissions, and are seeking feedback from selected land owners concerning potential changes to the layout of the plans, in advance of a further workshop with Council in October.

Economic Development

Business development
Council in partnership with MIXX FM and Otway Business Inc. is holding the Colac Sidewalk Sale. The Sidewalk Sale will be held on the Victorian Government's 'Support Small Business Day' on 4 October 2014, with Council receiving funding for the event. The event will allow businesses to set up stalls at the front of their buildings under a street trading permit. Last year over 70 businesses were involved in the Sidewalk Sale with businesses also using space at Memorial Square. Both businesses and shoppers can register online to go into the draw to win prizes and gift cards to spend on the day.

A Succession Planning for Business event will be held on 12 November 2014 at COPACC in partnership with Crowe Horwath. The event aims to give businesses information on succession planning in relation to tax, accounting and financial planning for business. Guest

speakers from local businesses will share their experiences and succession planning with those attending the event.

Forrest Mountain Bike Trails Strategy
A key agency workshop was recently held to discuss the mountain bike trails at Forrest and the potential future growth of the trail network. A site meeting was held in Forrest to discuss and better understand land ownership, maintenance and potential areas for additional trails and improvements to the trails network. The information gathered from the workshop and site meeting will be included in the draft plan for the Forrest Mountain Bike Trails Strategy.

Birregurra Commerce and Tourism
The Economic Development Unit has assisted a number of Birregurra traders to establish a local commerce and tourism body that will be auspiced by the local incorporated community group.

CBD and Entrances Project Detailed Designs Consultation
Economic Development and Infrastructure staff have been meeting with local traders to ensure that this project responds to trader concerns. The latest designs around the Gellibrand Street edges of Memorial Square have been adjusted to retain angle parking and these adjustments have been well received by local traders in the area.

G21 GROW Project
Council officers have met with G21 staff and consultants regarding this project which seeks to address social disadvantage through council and other organisations procurement models. The project is in the business planning stage and some of the assumptions developed in the planning stage of this project may need to be adjusted if it is to be successful. The project has attracted a ten year funding commitment and is looking to operate in the northern suburbs of Geelong and in the Whittington area as well as Colac.

Small Town Improvement Program (STIP)
Work has commenced on the following STIP projects for 2014/2015:

- Carlisle River Picnic Furniture - Preferred location has been identified and land owners consent to be obtained before installation of concrete pad and picnic furniture setting.

- Forrest Public Hall accessible toilet - Council is contributing $25,000 towards this project. The Hall is owned by DEPI and their Hall Committee are running the project.

- Gellibrand Community House renovation - A request has been received which will alter the original project proposal. The original application was to remove the current internal wall and install a new wall. The most recent request is to retain this wall, which is being considered by Council officers.

- Beeac Lake Foreshore Pathway - An initial vegetation assessment will be conducted in Spring, after the dormant period is over for the spiny pepper-cress. Following the assessment, onsite inspections will be arranged to determine alignment, drainage & construction methodology and to consider culturally sensitive areas and RAMSAR wetlands.

Stage Two of STIP Proposals:
Council has not yet approved STIP proposals for Birregurra and Cororooke/Coragulac under the 2014/15 STIP program – these are being referred to as Stage 2 projects. Additional work was required to define these proposals before a further report to Council before 31 December 2014. The following is an update on progress with these projects:

- Birregurra Heritage Walk upgrade - Onsite inspections and development of cost estimates have been arranged.

- Cororooke to Coragulac pathway - Detailed design plans will be required. The Red Rock Progress Association has been successful in obtaining external grants towards this project and Council is awaiting the outcome of a grant application to TAC along with advice as to whether a Cultural Heritage Management Plan is needed.

Alternative STIP projects for Apollo Bay & Birregurra
The STIP projects approved for Apollo Bay and Birregurra under the 2013/14 program were not able to proceed, and Council has asked that those communities develop alternative proposals to utilise that funding. The following is an update:

- Apollo Bay public viewing deck - Colac Otway Shire has submitted a proposal to Regional Development Victoria for a grant to assist the project. Once RDV provides an indication of support for the project, it will be presented to Council for approval or modification.

- Birregurra - Council officers met with the Birregurra Community Group to review options for a replacement project. Options are being costed and will be circulated via community newsletter for comment. The preferred replacement project will then be presented to Council for approval.

Tourism

Great Ocean Road VIC Report Visitor Statistics

	2013	2014	% Change to previous year
Walk – Ins	6,904	6,246	-9.53
Phone Calls	776	625	-19%
E-mail Enquiries	15	24	+60%

Colac VIC – VIC Visitor Statistics

August	**2013**	**2014**	**% Change to previous year**
Walk – Ins	2,140	2,199	3%
Phone Calls	134	124	-7%
New Residents Kits	0	0	0

Colac VIC
Overall visitor trends are distributed evenly between Victorian, interstate and overseas. Guests from China and the Asian region (India, Sri Lanka, Malaysia and Singapore) continue to explore the Otways and further onto the Twelve Apostles.

The month of August has seen the Colac Information Centre work with the Old Beechy Rail Trail Committee in preparation for the Golden Gumboot competition.

Great Ocean Road VIC
Both phone and walk-in enquiries have followed a gradual trend down while ticket sales have remained strong. Phone enquiries were mainly for accommodation with interest also in relation to the Great Ocean Road and road closure updates (14%). We are now starting to get enquiries for the GOR Marathon May 2015.

International and interstate visitor trends were similar to previous the month. During August more international visitors were arriving from China, Germany and UK, whilst more visitors have been travelling from New South Wales, South Australia, and Queensland.

Great Ocean Road Closure
This planned closure over four days allowed business to be prepared for the closure and some measurement of its effects. Given that future closures may occur as a result of additional road works, events, natural disasters and the like, the Economic Development Unit has been working with a sample of traders to develop a model of what the economic impact of Great Ocean Road closures has on the local economy. VicRoads did provide some stimulus to local traders with some of their contractors staying at a local caravan park in what would have normally been a very quiet period.

Great Ocean Road Regional Tourism (GORRT)
GORRT have commenced work on several key projects for the region including development of the three year Strategic Marketing Plan, the Tourism Master Plan and a Digital Strategy. GORRT's primary objective is to actively involve the community, businesses and Council in all of these processes. Council's Economic Development Manager and Tourism Development Officer (TDO) are assisting GORRT with the above projects.

The three year Strategic Marketing Plan aims to:

- identify the primary marketing objectives for the region
- identify challenges, needs and opportunities
- deliver a tourism experience to meet the consumer expectations
- increase visitation and yield
- understand the priorities, challenges and constraints facing operators and stakeholders
- assess the similarities and differences between the various destinations and products within the region
- assess current Great Ocean Road marketing initiatives.

The Tourism Master Plan process includes the development of nine Destination Action Plans (DAP's). Two of the nine DAP's will focus on the destinations of Apollo Bay and the Otways. Each DAP aims to highlight local challenges, opportunities and priority actions for the region. All the DAP's will then feed into a Regional Tourism Master Plan. The Regional Master Plan will focus on achievable and affordable projects for the region. An encouraging outcome of this process so far has been the importance first and foremost of focusing on maintaining and improving our current tourism assets. The development of the Regional Tourism Master Plan has been made possible by funding from Regional Development Australia (RDA), Regional Development Victoria (RDV) and Tourism Victoria (TV).

The Digital Strategy includes the building of 11 websites. There will be nine destination websites, a Great Ocean Road Region consumer site and a GORRT corporate site. Also included in the digital strategy is the implementation of 20 free Wi-Fi sites across the region.

Growing Adventure Tourism in the Barwon South West Region
Council staff members from the Economic Development Unit and Corporate and Community Services are actively involved in the development of a strategic project to grow adventure tourism in the Barwon South West Region. The project is a partnership between Regional

Development Victoria, Federal and Local Governments and the Tourism sector. The vision is for the region to be recognised as a premier destination for natural adventure and renowned for its quality and accessible multi-use cycling and walking recreational trails. The project includes a Trail Management Guide, On Road Cycling Strategy, Trail Infrastructure Guide and Recreation Trail Marketing Plan. The project will be completed by December 2014.

Tourism Public Relations

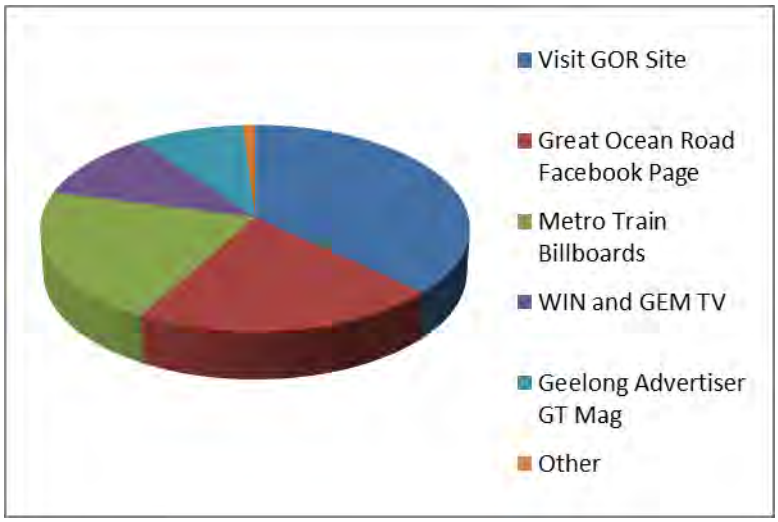
The Otways, and township of Birregurra in particular, are receiving unprecedented media interest and coverage since Dan Hunter set up his new restaurant "Brae" in Birregurra nine month ago. To add to this interest last month "Brae" was voted Australia's best regional restaurant and best new restaurant in Australia – by Gourmet Traveller. Products and attractions in the Colac Otway Shire have also been featured in The Herald/Sun, The Age, The Geelong Advertiser and The Weekly Review.

Council's Tourism Marketing

Council's off peak tactical marketing campaign called "Win the Ultimate Otway Escape" continues. Campaign advertising began on 1 July 2014 and will continue until 30 September 2014. It will occur across Victoria through a range of media outlets including: WIN TV, GEM TV, Metro Train Billboards, Geelong Advertiser's GT Magazine, the Great Ocean Road Facebook page and also the Visit Great Ocean Road website. The campaign objectives are to:

- highlight the Otways brand,
- ascertain the effectiveness of marketing methods,
- build a greater consumer database for future promotions.

As at 5 September 2014 campaign results are as follows: 1,100 consumers have visited the competition landing page on the website with 57.9% (637) conversions (entries) logged. The pie chart below summarises the effectiveness of each advertising method throughout the campaign:



The spring Visiting Friends and Relatives Campaign called "Love Our Region" was launched just prior to the September school holidays. The campaign aims to educate residents about Colac Otway Shire's tourism products. To further the effectiveness of the campaign:

- All Council staff will be invited to join the Love Our Region campaign where previously only residents were permitted to be members. It is in the campaign's interest to have all Council staff promote the Colac Otway Shire's local assets and businesses.

- Next year, via Council's business database all businesses within the Colac Otway Shire will be invited to participate in the campaign.

To date, 612 residents (18 years or older) have joined the Love Our Region campaign and the campaign Facebook page has 454 likes.

Environment & Community Safety

Street Smart Lighting Project
The Great South Coast Street Smart Lighting Project is nearly complete. Over 1,300 LED lights have now been installed in the Colac Otway Shire. The installation has been undertaken by Powercor. The installation has taken a little longer because a few estates were found that had not been accounted for. As a result extra lights have needed to be installed. Changing street lights to energy efficient alternatives will reduce our shire's electricity costs by up to $70,000 a year. All the lights are expected to have been changed over by the end of September 2014.

Lake Colac Recreational Fishing Working Group
The Lake Colac Recreational Fishing Working Group was initiated by the Lake Colac Coordinating Committee to progress efforts to have the lake restocked with a suitable species for recreational fishing and to reduce the carp population. The group met recently and discussed how things are progressing. Key actions that have been undertaken include obtaining funds for water quality monitoring stations to be installed across the lake, an electro fishing program to target carp in Barongarook Creek and further investigation into the potential for restocking the lake with Rainbow Trout.

Time to Start Thinking about the Fire Season
Although Spring has only just started property owners need to start thinking about what maintenance they need to undertake to make their property fire ready. As done previously Council will be sending out a courtesy letter to over 7,000 properties in the municipality that explains what land managers need to do to make sure their property complies with the standards for fire prevention. The letters will be sent out in early October.

Integrated Water Cycle Management Plan (IWCM Plan)
The IWCM Plan was submitted to Council seeking in-principle support for its implementation in August 2014. Council supported the recommendation. Although the plan does identify some existing projects being undertaken that relate to the water cycle (e.g. water treatment plant upgrade and the water supply augmentation project) the primary use of the plan is to identify new projects that could enhance Colac's relationship with water. The plan was nominated and short listed for a Victorian Stormwater Management Award. Unfortunately the plan did not receive an award but the Office of Living Victoria has approved a grant for the installation of Water Sensitive Urban Design elements identified in the plan at the Taxi Rank next to Memorial Square.

Local Laws Matters
Local Laws Officers have noticed an increase in the number of stock on roads reports over the past month. This is a seasonal problem that occurs at the end of the winter months when pasture feed is scarce prior to the spring break. Most owners of stock are appreciative of the advice given to them and take action to prevent a re-occurrence. Local Laws have also been working proactively with shop owners in relation to Street furniture permits and as a result the renewal process has gone well with a very high compliance level.

Attachments
Nil

Recommendation(s)

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

~~~~~~~~~~~~~~~~~~~~□~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~~~

OM142409-2 COLAC OTWAY SHIRE COUNCIL - 20TH ANNIVERSARY

AUTHOR:	Rhonda Deigan	ENDORSED:	Sue Wilkinson
DEPARTMENT:	Executive	FILE REF:	F11/3291

Purpose
To recognise the 20th anniversary of the Colac Otway Shire Council and to acknowledge the community's and Council's achievements during that time.

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

Background
Colac Otway Shire Council was created on 23 September 1994 by Order of the Governor in Council by Special Victoria Government Gazette No. S63.

The Shire of Colac Otway is a local government area in the Barwon South West region of Victoria located in the south-western part of the state. It covers an area of 3,433 square kilometres and has a population of 20,694. It includes the towns of Apollo Bay, Beeac, Beech Forest, Birregurra, Colac, Cressy, Forrest, Johanna, Kennett River, Lavers Hill, Warrion and Wye River. It was formed in 1994 from the amalgamation of the City of Colac, Shire of Colac, Shire of Otway and parts of the Shires of Heytesbury and Winchelsea.

The Shire was created in 1994 as part of a state-wide program of local government reform enacted between 1993 and 1995. The reform process reduced the number of councils from 210 to 78.

The first Colac Otway Shire Council meeting was held on 28 September 1994. The Council at that time comprised of Commissioners Hugh Mason, Neil Stewart and Marie Thornton.

The first term for Colac Otway Shire Councillors began in 1996. Since that time, there have been a total of 23 Councillors elected to Council and of these, 10 have held the office of Mayor.

Council Plan / Other Strategies / Policy
Good Governance
Means we care about 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.

Issues / Options
The 23 September 2014 marked the 20th year since the establishment of the Colac Otway Shire Council. It is therefore considered timely to reflect on the achievements of the Colac Otway Shire Council since its establishment and to recognise this significant milestone.

Over the past twenty years, the Shire and the Colac Otway community have seen:

1994/1995 – Consolidation of Council's administration

1997/1998 – Purchase of Colac Abattoirs

1998/1999 – Rural Road Numbering completed

2000/2001 - Construction of Colac Otway Performing Arts and Cultural Centre – which has now become a leading performing arts centre for Colac and the region
2000/2001 – Completion of Colac Skate Park

2001/2002 – Federation was celebrated
2001/2002 – Construction of Apollo Bay Skate Park

2002/2003 – Completion of Apollo Bay Streetscape Improvements

2004/2005 – Central Reserve – Netball Court Upgrade
2004/2005 – Upgrades to Visitor Information facilities

2005/2006 – Victorian Government's Community Cabinet hosted in Colac
2005/2006 – Hosting Legislative Council of the Parliament of Victoria
2005/2006 – Queens Baton Relay – Commonwealth Games
2005/2006 – Opening of Old Beechy Rail Trail

2006/2007 – Visit of Governor of Victoria
2006/2007 – Introduction of a new Customer Relationship Management application (MERIT) to track and monitor customer requests
2006/2007 – Commencement of discussions and development of the Beechy Precinct

2007/2008 – Developed and implemented the Staff Health and Wellbeing Program

2008/2009 – Implementation of a new Corporate software platform

2009/2010 – Provision of natural gas infrastructure to Elliminyt through a Special Charge Scheme

2010/2011 – Successful implementation of the new Waste Management contract
2010/2011 – Completion of the Colac community Library & Learning Centre
2010/2011 – Funds committed to the redevelopment of Bluewater Fitness Centre

2011/2012 – New electronic document management system implemented

2012/2013 – Major upgrade to outdated telephone system
2012/2013 – Completion of the extensions to the Apollo Bay Library

2013/2014 – Street Light Upgrade with LED lights that reduce energy consumption by 70%
2013/2014 – Central Reserve Oval Reconstruction
2013/2014 – Sealing of gravel runway at the Colac Municipal Aerodrome

2014/2015 - Declaration of the Colac Otway Shire Council as a Refugee Welcome Zone
2014/2015 - New dredge for the Apollo Bay Harbour
2014/2015 - Works commenced on the rejuvenation of the BWFC into a significant regional sports and aquatic facility.

General achievements of the Shire and its community:

- Australia Day Celebrations
- Number of Best Value reports completed
- Adoption of policies
- SafetyMap – Workplace safety accreditation received
- Increased access to Home & Community Care Services in rural areas
- Ongoing accreditation in Family Day Care and HACC services
- Ongoing development of playgrounds throughout the Shire
- Significant increase in events held throughout the Shire
- Numerous awards received for the Shire's Annual Report
- Annual Seniors Week activities
- Construction of the new municipal pound facility that is considered to be best practice.
- Implementation of an enhanced fire prevention program that has resulted in the community significantly improving fire preparedness on their properties.
- Restoration works along Barongarook Creek and the Barham River.
- Many 1000's of children engaged in numerous environmental activities (catch a carp days and National Tree Day).
- Led the development of a $1M regional project to help 10 Councils across South West Victoria better manage the impacts of extreme climate events. Note: The Climate Resilient Communities project is still going.
- Construction of the new pathway along the Lake foreshore and up Barongarook Creek.
- Installation of Gross Pollutant Traps in Colac to improve the quality of water entering Lake Colac.
- Improved planning controls to protect environmental values
- Creation of G21 Regional Alliance - a collaborative partnership of five Councils within the Geelong region.
- Creation of the Great South Coast Group comprising of five Councils from within the South West region of Victoria.
- Advocacy for the creation of the Youth Health Hub
- Advocacy at a Federal and State level for improved funding for roads across the Shire
- Completion of a Shire wide Heritage Study, and introduction of heritage controls throughout the municipality.
- New format Planning Scheme introduced in 1999 under State Government reforms, combining all previous planning schemes from Shires prior to amalgamation, and significant review in 2009 following development of Structure Plans for Colac and Apollo Bay.
- A Planning Department created, including a strategic planning function, which has allowed Council to undertake planning for the future development of the Shire, and to develop local policies which help promote the interests of residents.
- The development of a G21 and GSC Regional Growth Plan which identifies significant future growth for Colac.
- The development of the Old Beechy Rail Trail. This has occurred over many years with the first section opened in 2002. The recent $750,000 project will be completed in September 2014.
- Development of the Beechy Precinct from 2007 to present day.
- The 'Be Active Eat Well' program.
- Colac Marketing Strategy
- Colac CBD & Entrances Plan
- Trade Training Centre development
- Colac & GORVIC Visitor Centre Upgrades
- Great Ocean Road Regional Tourism Board establishment
- Establishment and continued implementation of the Small Town Improvement Program

- Development of community infrastructure/master plans developed for the small towns in the Colac Otway Shire, in conjunction with the progress associations and community groups.
- Introduction of 3 bin system for kerbside waste collection resulting in greater recycling and reduced contamination of green waste and less waste diverted to the landfill site.
- Construction of Resource Recovery Facility at Apollo Bay
- Closure of Marengo Transfer Station and rehabilitation of landfill sites
- Construction of Marina at Port of Apollo Bay replacing the old timber structure
- Upgrade of a section of main breakwater ensuring long term safety of harbour
- Replacement of dredge
- Preparation of Colac Municipal Aerodrome Business Plan incorporating long term infrastructure upgrade program.
- Signing of long term management agreement for management of Port of Apollo Bay by Council.
- Saleyard Roof Construction
- Upgrade of a number of bridges in the rural areas.

In any one year, the shire of Colac Otway has responsibility for:
- 1,330 Street Lights
- 135 km of footpath
- 165 km of kerb and channelling
- 552 km of sealed road
- 1,100 km unsealed roads
- 280 km of rural linemarking
- 42 km bike lanes
- 2,767 parking bays
- 19 school crossings
- 1,100 km slashing
- 270 km reach arm mowing
- 14 school crossings.

In addition to this:
- 221 children will receive a total of around 70,000 hours of family day care
- Over 2,700 immunisations will be given
- Customer Assist will answer over 80,000 phone calls and receive over 11,400 front of house enquiries
- 52 km trees will be trimmed on rural roads
- 37,000 head of stock will be processed at Colac Regional Saleyards
- 300 planning permits will be issued.

Proposal
That Council recognises the 20th anniversary of the Colac Otway Shire Council.

Financial and Other Resource Implications
There are no financial or other resource implications arising from this report.

Risk Management & Compliance Issues
There are no risk management or compliance issues arising from this report.

Environmental and Climate Change Considerations
There are no environmental or climate change consideration arising from this report.

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

The method selected was to inform and included a media release to local media outlets.

Implementation
A media release acknowledging the 20th anniversary of the Colac Otway Shire Council and listing some of its achievements.

Conclusion
That Council recognises the 20th anniversary of the Colac Otway Shire Council and notes the community's and Council's achievements during that time.

Attachments
Nil

Recommendation(s)

That Council recognises the 20th anniversary of the Colac Otway Shire Council and notes the community's and Council's achievements during that time.

~~~~~~~~~~~~~~~~~~□~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~

CORPORATE AND COMMUNITY SERVICES

ITEM	
OM142409-3	**AUTHORISATION OF OFFICER (PLANNING AND ENVIRONMENT ACT)**

OM142409-3 AUTHORISATION OF OFFICER (PLANNING AND ENVIRONMENT ACT)

AUTHOR:	Colin Hayman	ENDORSED:	Sue Wilkinson
DEPARTMENT:	Corporate & Community Services	FILE REF:	11/96474

Purpose
The purpose of the report is for Council to appoint Statutory Planner, Brendan O'Loan as an authorised officer under the *Planning and Environment Act 1987*.

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

Background
Council recently appointed Brendan O'Loan as a Statutory Planner.

- The *Planning and Environment Act 1987* regulates enforcement and is reliant on authorised officers acting on behalf of the Responsible Authority.

- Currently Council's authorised officers are acting under a broader Appointment and Authorisation by the Chief Executive Officer pursuant to section 224 of the *Local Government Act 1989.*

- Legal advice has recommended that authorised officers be appointed by Council using an instrument to address specific authorisation provisions of section 147(4) of the *Planning and Environment Act 1987* versus the broader authorisations of section 224 of the *Local Government Act 1989.*

- The broader Instrument of Appointment and Authorisation by the Chief Executive Officer pursuant to section 224 of the *Local Government Act 1989* must also be retained as it appoints the officers as authorised officers for the administration and enforcement of other acts.

Council Plan / Other Strategies / Policy
Good Governance
Means we care about 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.

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

Proposal
The proposal is to appoint Brendan O'Loan as an authorised officer pursuant to section 147(4) of the *Planning and Environment Act 1987* and the regulations made under that Act.

Financial and Other Resource Implications
There are no financial and other resource implications.

Risk Management & Compliance Issues
The *Planning and Environment Act 1987* regulates enforcement and is reliant on authorised officers acting on behalf of the responsible authority. The authorisation of officers under this Instrument is consistent with legal advice received.

Environmental and Climate Change Considerations
There are no environmental and climate change considerations.

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

The appropriate method is to inform.

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

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

Attachments
1. Instrument of Appointment and Authorisation - Brendan O'Loan

Recommendation(s)

That Council:

1. ***Appoints Statutory Planner Brendan O'Loan as an authorised officer pursuant to the Planning and Environment Act 1987.***

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

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

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

INFRASTRUCTURE AND SERVICES

ITEM	
OM142409-4	CONTRACT 1420 - LANDFILL DISPOSAL - PUTRESCIBLE WASTE
OM142409-5	BLUEWATER FITNESS CENTRE REDEVELOPMENT PROJECT - PROGRESS REPORT

OM142409-4 CONTRACT 1420 - LANDFILL DISPOSAL - PUTRESCIBLE WASTE

AUTHOR:	Ranjani Jha	ENDORSED:	Phil Corluka
DEPARTMENT:	Infrastructure & Services	FILE REF:	F14/5535

Purpose
Tenders have been received for Contract 1420 – Landfill Disposal – Putrescible Waste which requires Council approval to award the contract.

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

Background
Since the closure of the Corio landfill site in December 2011 Council has been disposing of its putrescible waste at the Naroghid Landfill site, which is located within the Corangamite Shire. A report was tabled at the Council meeting held on 23 November 2011, seeking approval to utilise the Naroghid Landfill site at the rates set by Corangamite Shire Council. Since then, the use of the Naroghid Landfill site has continued as annual cost analyses have indicated that this is the most cost effective option for Council. The Naroghid Landfill site requires the least amount of travel and its classification as a rural landfill equates to lower levies.

Council's total annual cost for landfill disposal exceeds $500,000, which necessitates Council issuing a public tender to comply with its internal procurement policy and the Local Government Act. Considering that Council has limited landfill disposal options available, the response to a prospective tender was expected to be limited. Therefore, Council applied for a Ministerial exemption from the requirements of tendering from the Minister for Local Government. A Ministerial exemption was granted by Hon Jeanette Powell MP Minister for Local Government which expired on 30 June 2014. As Council's putrescible waste disposal requirements have remained consistent, the Naroghid Landfill site continues to be the best disposal option for Council. As such, Council has applied for another Ministerial exemption to tendering and a response is pending.

In order to avoid the requirement to seek Ministerial exemptions on an ongoing basis it was considered appropriate that a tender process was undertaken to explore any other landfill providers that could be suitable to Council.

Tenders were invited from EPA approved landfills for the acceptance of putrescible waste from Colac Otway Shire Council by placing advertisements in Colac Herald, Geelong Advertiser and The Age. The tender was also advertised online through Tenderlink and on Council's website.

Tenders closed on 6 August 2014. The principal term of the contract operates from the date of award until 30 June 2015, with four one-year options to extend with Council agreement.

Council Plan / Other Strategies / Policy
Good Governance
Means we care about 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.

Issues / Options
Council has limited options with the disposal of putrescible waste. The Naroghid Landfill site is the closest landfill site, with the two other closest being Wyndham and Drysdale landfill sites. Ministerial exemptions from tendering requirements are valid only for short durations and seeking ongoing exemptions is a demanding and time consuming process. Therefore a tendering process needed to be undertaken to find a long term solution that complies with the Local Government Act and Council's procurement policy.

Proposal
It is recommended that Council award the contract for disposal of putrescible waste in accordance with the recommendation of the Tender Evaluation Panel.

Financial and Other Resource Implications
Council's available budget for waste disposal costs (including Government landfill levy charges) is $568,000 for 2014/15.

Council's cost analyses support the recommendation of the Tender Evaluation Panel as offering best value to Council, taking into account such factors as gate fees, government levies and transportation costs.

Risk Management & Compliance Issues
Accepting the preferred tender will alleviate Council's concerns in relation to long term disposal of municipal waste. The landfill operated by the preferred tenderer complies will EPA regulations. Awarding the contract will also ensure that we comply with the Local Government Act and Council's procurement guidelines and no Ministerial exemptions will be required.

Environmental and Climate Change Considerations
The successful tenderer will be responsible for operating its landfill site in accordance with EPA guidelines and fulfilling the licencing guidelines including addressing of environmental factors, landfill monitoring, reporting and post closure rehabilitation. Council will need to ensure that no hazardous waste is sent to the landfill site and waste is restricted to municipal waste only.

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 include necessary media releases to inform Council's ratepayers of the landfill disposal arrangements. Council's waste contractors and other users will also be advised of the contract.

Implementation
The contract shall operate from the notice of award to the successful tenderer.

Conclusion
The Tender Evaluation Panel recommends awarding the contract to the nominated preferred tenderer. The costs of disposal of putrescible waste are within the budget set for 2014/15 and it is considered the most cost effective method of disposal currently available to Council.

Attachments
Nil

Recommendation(s)

That Council:

1. ***Awards Contract 1420 – Landfill Disposal – Putrescible Waste to Corangamite Shire Council at its tendered schedule of rates for the 2014/15 financial year with four one-year options to extend the contract.***

2. ***Authorises the Chief Executive Officer to sign and place the Council seal on the contract documents following award of Contract 1420.***

3. ***Authorises the Chief Executive Officer to approve each of the extension options of the Contract agreement subject to satisfactory performance.***

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

OM142409-5 BLUEWATER FITNESS CENTRE REDEVELOPMENT PROJECT - PROGRESS REPORT

AUTHOR:	Adam Lehmann	ENDORSED:	Phil Corluka
DEPARTMENT:	Infrastructure & Services	FILE REF:	F13/7721

Purpose
The purpose of this report is to provide Council with an update on the progress of the delivery of the Blue Water Fitness Centre Redevelopment Project which is currently under construction.

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

Background
The transformation of the Blue Water Fitness Centre is one of the most significant projects undertaken by Council. The Centre is a focus for sport and leisure within the Shire, and an enhanced facility will allow quality recreational activities to be delivered to the community for many years to come.

Council Plan / Other Strategies / Policy
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.

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, services and education to support and enable quality of life.

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.

Our Goal:
Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.

Issues / Options
This report is prepared to provide timely and accurate information specific to the delivery of the Blue Water Fitness Centre Redevelopment Project.

Proposal
This report is for Council to note the progress of this project and provides details relating to performance and variance against schedule, budget, and quality parameters. The report also gives an indication of the key issues and risks which have the potential to affect project delivery outcomes.

Financial and Other Resource Implications
The project budget is $11.86M. The project is presently being managed within budget tolerances.

Risk Management & Compliance Issues
All aspects of the project are being managed through an established risk register. There are a number of key risks which have the potential to deviate the project from schedule, budget, and quality objectives. The major known issues relate to latent conditions associated with the condition of the existing building structure.

Environmental and Climate Change Considerations
Environmental risks posed by construction activities on site are being managed in accordance with the Contractor's Environmental Management 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 used is to inform including ongoing community and stakeholder engagement activities which will be implemented throughout the course of the project. Information about the project will be disseminated to the community through traditional and social media outlets.

Implementation
This report is provided as information for the benefit of Council and the community and gives a status update on the delivery of the Blue Water Fitness Centre Redevelopment Project which is presently at construction stage.

Conclusion
The intention of this report is to inform the community about the progress of the Blue Water Fitness Centre Redevelopment project. These ongoing reports focus on monitoring of budget and expenditure, progress of works and issues or variances which have the potential to impact on project delivery outcomes.

Monthly Project Status Report - *BWFC Redevelopment*

For Period	1 August - 31 August 2014
Prepared By	Graeme Collins and Adam Lehmann
Date Prepared	08-Sep-14
Project Description	Redevelopment of aquatic and sports facility to incorporate warm water pool, additional basketball court and compliant run off areas and general facility upgrades

Project Status

Status Item	*Current Status*	*Prior Status*	*Reason for Deviation*
Overall Project Status	*Caution*	*Caution*	
Schedule	*Caution*	*Caution*	Potential delays likely to affect forecast completion date
Scope	*Controlled*	*Controlled*	Scope reduction on non essential items being investigated to reduce pressure on project budget
Budget	*Controlled*	*Controlled*	Project presently within budget tolerances
Project Risk	*Caution*	*Caution*	Potential for further delays and associated costs aligned to latent conditions

Overall Summary/Comments

The project is currently behind programme however progress has been made to the existing stadium steel frame with the existing trusses being extended. Plant room concreting has been completed with stage 1 of the new concrete concourse to the warm water pool also completed. Hydrostatic testing of the new warm water pool is nearing completion with minor defects being addressed. Water supply upgrade is completed with new metering and backflow prevention devices now installed. The first pre cast concrete panel has been completed, sighted and approved, having met project specifications.

Budget Performance

Building Contract Expenditure Summary

Contract Sum
$10,955,860

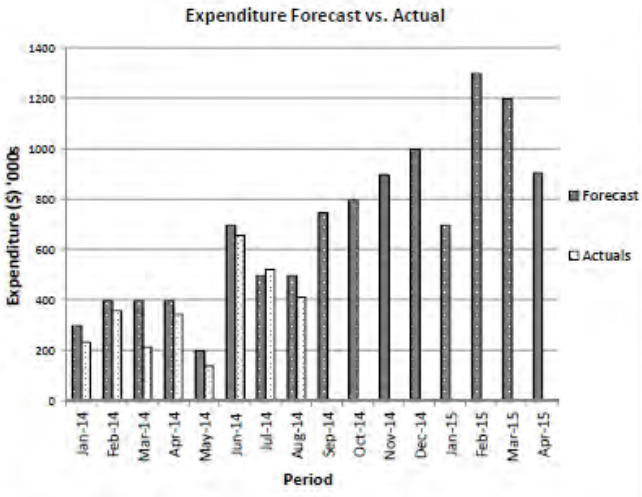
Contract Works Complete
$2,933,538

Approved Variations Completed
-$20,421

Total Approved Works Completed
$2,913,117

Contract Contingencies
$850,000

Credits and Contract Contingencies Remaining
$870,421



Project Expenditure Summary

Total Project Budget
$11,855,860

Total YTD Project Expenditure
$3,780,058

Percentage Budget Spent
31.9%

Comments

The construction expenditure profile is reflective of the current progress against schedule. The level of expenditure is expected to increase in the coming period with significant cost activities such as the extension of the stadium structure scheduled for September 2014. Cladding of the structure will shortly follow the completion of the steel works.

Schedule Performance

Project Element	Design (including Contract Administration)	Relocation of Dry Programmes	Construction	Equipment Purchases for Redeveloped	Landscaping	Project Management
Percentage Complete	91.2%	100.0%	26.4%	0.0%	0.0%	55.2%

Construction Correspondence

No. of Requests For Information (RFI) to Date	223	*No. Variation Quotations (VQ) Submitted*	78
No. Unresolved RFIs	51		
No. Site Instructions Issued (SI)	339	*No. VQs Approved*	57

Accomplishments Since Last Report

Hydrostatic testing of new warm water pool
Splash pad civil works completed
Delivery of steel work and extension of existing trusses.
Plant room concrete slab and pool pipe work completed

Upcoming / Next Steps

Erection of the steel framework to the stadium extension
Glazing of the windows to the gym extension
Continuation of external wall cladding
Pouring of the splash pad including the set up of the water play equipment base fittings and associated pipework

Key Risks that May Affect the Project

	Current Status
RFI response times	*Caution*
Latent conditions within existing building	*Caution*
Possible delays due to seasonal change and extent of works exposed to weather	*Caution*
Integrity of existing pool structure and associated services	*Caution*

Key Issues that Currently Affect the Project:

	Current Status
RFI pending response and current timeframes for finalisation	*Caution*
Documented design for roof over dry programme area - Constructability issues	*Critical*
Discrepancies within project documentation	*Caution*
Rectification of existing 25mtr pool	*Caution*

Key Upcoming Milestones	Target Completion Date
Pouring of the splash pad	20-Sep-14
Structural steel erection for stadium extension	30-Sep-14
New floor to gym area	30-Sep-14

Site Photos

Testing of new warm water pool

Preparations of new plant room floor slab

Pouring of plant room floor

Extension of existing stadium roof trusses

Key

Controlled	Project or issue is within established milestones, scope, budget and is on schedule
Caution	Project has slightly deviated from the plan. Issue/risk has the potential to deviate project from defined time, cost, quality objectives
Critical	Project is not tracking to established milestones, or has taken on tasks out of scope or budget. Issue or risk likely to significantly impact on schedule and project costs.

Attachments
Nil

Recommendation(s)

That Council notes the monthly status report for the Blue Water Redevelopment Project covering the period to 1 August 2014 to 31 August 2014.

~~~~~~~~~~~~~~~~~~□~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~

SUSTAINABLE PLANNING AND DEVELOPMENT

ITEM	
OM142409-6	**MUNICIPAL EMERGENCY MANAGEMENT PLAN**
OM142409-7	**G21 ECONOMIC DEVELOPMENT STRATEGY**

OM142409-6 MUNICIPAL EMERGENCY MANAGEMENT PLAN

AUTHOR:	Wendie Fox	ENDORSED:	Jack Green
DEPARTMENT:	Sustainable Planning & Development	FILE REF:	F11/2688

Purpose
The purpose of this report is to request that Council endorse the 'Municipal Emergency Management Plan' for release for public comment.

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

Background
The Colac Otway Shire Municipal Emergency Management Plan (MEMP) has been developed pursuant to section 20 (1) of the *Emergency Management Act 1986* and the *Emergency Management Act 2013*. This version of the MEMP has expanded on the work previously undertaken by Council and reflects the changes that have occurred in the emergency management area over the last 12 months, in particular the introduction of the *Emergency Management Act 2013* and the introduction of the role of the Emergency Management Commissioner. This version of the MEMP was endorsed by the Municipal Emergency Management Planning Committee at its meeting on 15 May 2014 and audited on 20 August 2014. Council is currently awaiting the formal Audit Report from the Chief Officer of the Victoria State Emergency Service.

The aim of the Colac Otway Shire MEMP is to detail the agreed arrangements for the prevention of, preparedness for, response to, and recovery from emergencies that could potentially occur within our municipality. The MEMP is the result of the collaborative efforts of the Municipal Emergency Management Planning Committee. The MEMP also contains other information required by legislation including a list of municipal resources, contact lists and designated Neighbourhood Safer Places – Places of Last Resort.

The MEMP should be read in conjunction with Council's Risk Management Policy, Fire Management Plan, Relief and Recovery Plan, Public Health and Wellbeing Plan, Heatwave Plan, Business Continuity Plan, Influenza Pandemic Plan and Neighbourhood Safer Places Plan.

Council Plan / Other Strategies / Policy
Good Governance
Means we care about 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.

Issues / Options
The MEMP has been developed pursuant to the requirements of the *Emergency Management Act 1986* and the *Emergency Management Act 2013.* The completion of the

MEMP assists Council to meet requirements associated with the recommendations of the 2009 Victorian Bushfire Royal Commission.

The MEMP is not a static document. It is reviewed annually or after an emergency which has utilised any part of the plan. All reviews ensure linkages with Council's broader emergency, risk management and community safety frameworks. Annual reviews focus on continuous improvement changes to previously identified hazards, newly identified hazards, processes and policies. Quarterly reviews are undertaken of contact lists contained in the appendices. All updates are undertaken by Council's Emergency Management Coordinator and tabled at Municipal Emergency Management Planning Committee meetings.

There are only two options open to Council because Council needs to develop a MEMP in order to deliver effectively on the requirements of the *Emergency Management Act 1986* and the *Emergency Management Act 2013,* as follows:

1. Send the MEMP back to the Municipal Emergency Management Planning Committee in order for further work to be undertaken before it is re-submitted to Council for further consideration; or
2. Approve the release of the MEMP for public comment.

Proposal
That Council endorses the Municipal Emergency Management Plan for release for public comment.

Financial and Other Resource Implications
There are no significant financial impacts associated with implementing the proposal. The officer time required to implement the proposal can be accommodated within the existing resource allocations.

The economic and social effects of emergencies including loss of life, destruction of property and dislocation of communities are inevitable. The MEMP is one component of a broader framework that enables us to strengthen our capacity to identify hazards, determine risks and prepare for emergencies.

Risk Management & Compliance Issues
Emergency management contributes to community safety by reducing the impact of emergency related events that can cause death, injury, loss of property and community disruption. The planning for and the management of emergencies is a shared responsibility involving many people and organisations in the community. It is not something done by one organisation or sector of the community, although some organisations have specialist roles in dealing with emergencies.

The MEMP is a record of the commitment of all the participating organisations and groups to undertake and complete the tasks assigned to them under the plan and to cooperate in the delivery of the MEMP's objectives. The plan is audited pursuant to *Section 21* of the *Emergency Management Act 1986* by the Chief Officer, Victoria State Emergency Service every three years.

Environmental and Climate Change Considerations
There are no significant environmental impacts associated with implementing the proposal. Electronic copies of the MEMP will be circulated to staff, organisations and groups unless hard copies are specifically requested in order to minimise the amount of paper used. Recycled paper will be used for all hardcopies of the plan that are printed/published.

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

The method selected has been to collaborate with key stakeholders in the development of the MEMP. It is now proposed to inform and consult the general public. If this proposal is supported, notice will be placed in local newspapers and a media release will be issued seeking written comment on the MEMP from the public. Hard copies of the MEMP will be made available to the general public via Councils customer service counters at Colac and Apollo Bay. A copy of the MEMP will also be placed on Council's website for viewing by the general public.

Sections of the MEMP contain private and confidential information that cannot be shared with the public, as a result a number of the effected appendices have been modified to contain the words "Details removed due to privacy and confidentiality".

Implementation
If the proposal is endorsed by Council the MEMP will be released for public comment for a period of six weeks. Once the public comment period has ended, members of the MEMPC will review any public submissions and decide on whether changes should be made to the MEMP. Feedback will be provided to people who make submissions to explain what changes resulted from their comments. A further report will then be provided to Council providing an assessment of the community input received and identifying any changes that have been made to the document, and seeking Council's formal adoption of the MEMP.

Council officers will work in partnership with other key agencies to raise awareness of the MEMP, and will continue to work with other agencies to further improve the MEMP on an ongoing basis.

Conclusion
It is recommended that the MEMP be released for public comment. Any public comment received will be analysed and incorporated where suitable to enable the plan to be submitted to Council for adoption.

Attachments
1. Municipal Emergency Management Plan 2014 - 2017

Recommendation(s)

That Council:

1. ***Endorses the 'Municipal Emergency Management Plan' for release for public comment for a period of six weeks.***

2. ***Notes that all private and confidential information will be removed from the Plan that is available to the public for comment.***

3. ***Notes that any public comment received will be analysed and incorporated where suitable to enable the plan to be submitted to Council for adoption.***

~~~~~~~~~~~~~~~~~~□~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~

OM142409-7 G21 ECONOMIC DEVELOPMENT STRATEGY

AUTHOR:	Tony White	ENDORSED:	Jack Green
DEPARTMENT:	Sustainable Planning & Development	FILE REF:	F11/3291

Purpose
The purpose of this report is for Council to endorse the "G21 Economic Development Strategy" that has been updated and adopted by the G21 Board.

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

Background
G21 is the formal alliance of government, business and community organisations working together within the Geelong region across five member municipalities – City of Greater Geelong, Borough of Queenscliffe, Colac Otway, Golden Plains and Surf Coast Shires.

The structure of G21 includes eight Pillar Groups based on the region's key priorities: Arts & Culture, Economic Development, Education & Training, Environment, Health & Wellbeing, Planning & Services, Sport & Recreation and Transport.

The Economic Development Pillar, with consultant company 'AECgroup', has drafted a Regional Economic Development Strategy that identifies the region's major areas of natural advantage and includes strategies and actions for supporting significant economic growth. (Attachment 1 G21 Economic Development Strategy, June 2014).

The Economic Development Pillar maintains a priority list of individual Council projects including the Apollo Bay Harbour Redevelopment and the Colac CBD and Entrance Project as examples but the regional Economic Development Strategy has a focus on 'game changers' or projects that deliver significant, distinct, and lasting regional benefits.

Council has been represented on the Project Steering Group by the CEO and the Project Working Group by the Manager of Economic Development. Council previously endorsed the "Draft G21 Economic Development Strategy" at its meeting on 26 June 2013. That document has now been updated and these updates endorsed by the G21 Board.

Key changes to the version endorsed earlier by Council are:

- Updates to reflect that the Geelong Centre for Emerging Infectious Diseases and the Centre for Advanced Design in Engineering Training have been funded and established;
- The Geelong Ring Road has been extended to the Surfcoast Highway; and
- The Yarra Street Pier project has been added.

Council Plan / Other Strategies / Policy
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.

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, services and education to support and enable quality of life.

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.

Our Goal:
Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.

The G21 Regional Growth Strategy Implementation Plan and its background report complement and assist in the delivery of the G21 Economic Development Strategy.

Issues / Options
The guiding principle for the Draft G21 Economic Development Strategy was the Geelong Region Plan vision.

> *"In 2020, the Geelong Region is Australia's most desirable destination for living, visiting, and investing; it is renowned for its vibrant, cohesive community, exceptional physical environment and vigorous economy."*

To achieve this vision through the Strategy, three options were explored:
- More of the Same
- Building on Our Regional Strengths
- Game Changers.

Only the Game Changer option was considered by the consultant company 'AECgroup' as an effective choice for achieving the vision. To be a Game Changer a project had to:
- Be able to deliver distinct and lasting regional benefits with a catalytic effect on the broader region
- Not be readily implemented by local government or would require cross government collaboration and intervention
- Lead to further significant direct investment
- Have potential to address regional issues or change perceptions.

The Game Changers are structured under five Strategic Focus Areas:
- Strategic and Integrated Transport Infrastructure
- Vibrant and Active Region
- Coordinated Delivery of Critical Growth Infrastructure
- Learning and Innovation
- Investment Ready

The following is a summary of each of the Strategic Focus Areas:

Strategic and Integrated Transport Infrastructure
Inter and intra-regional transport infrastructure linking the G21 region, enabling efficient movement of freight and passengers and encouraging the interaction of all regions within G21 with other surrounding regions. Game changer projects:

- Completion of the Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac Otway connections
- Regional Rail Express
- National freight and logistics hub
- Transit link to Torquay
- Development of additional freight connections
- Development of Avalon (freight and international airport).

Vibrant and Active Region
A vibrant and active region with identifiable and distinct activity nodes in surrounding areas. Game changer projects:

- Geelong City Centre Reactivation
- Geelong Convention & Exhibition Centre
- Land assembly in key development corridors
- Cruise Ship Facility
- Geelong Centre for Emerging Infectious Diseases
- Transferrable Development Rights (Heritage or environmental transfers)
- Attraction of a second University.

Coordinated Delivery of Critical Growth Infrastructure
Accelerated delivery of critical infrastructure supporting growth, development, community and cultural interaction and investment attraction. Game changer projects:

- National freight and logistics hub plan for Northern Geelong
- NBN rollout and digital economy plan
- Reticulated infrastructure planning for the currently planned and long term growth of the region
- Transit link to Torquay.

Learning and Innovation
Recognition of G21 region as a leading learning and innovation region focused on the generation, development and extension of knowledge. Game changer projects:

- Globally significant innovation and research centre
- Consolidation of Deakin waterfront campus (including links to Geelong CBD)
- Regional innovation committee (Gordon TAFE, Deakin University, Health and sports science, Local Business and Industry, local champions of core areas of interest)
- Attraction of a second University
- Extension of learning pathways
- Business mentoring program.

Investment Ready
Outcome driven and solution focussed business investment location. Promotion of G21 as a major business investment destination, to drive the facilitation of new investment and job generation into the region. Game Changers:

- Open for Business
- Business development initiatives

- Marketing and public relations
- Business expansion and retention programs
- Major trade shows/conferences to promote investment.

The Game Changers are interrelated in that they all contribute to the economic growth of Geelong and the G21 Region. Colac Otway Shire benefits indirectly from regional economic growth but there are clear direct advantages in the delivery of infrastructure such as road links to enable ease of connectivity for products to market and tourists to the region. There are also benefits in cooperating with a regional 'Investment ready' message in attracting business to our Shire.

Developments such as the 'Innovation and Research Centre' that combines the resources of the CSIRO, Deakin University, Barwon Health, and Department of Primary Industries facilities at Queenscliff, would be of major importance to an agricultural and rural manufacturing centre such as Colac. Our local companies could directly benefit from research and innovative products or processes developed at this facility.

The governance and delivery structure for the facilitation of the G21 Economic Development Strategy and implementation of the Game Changer initiatives will be a sub-committee of the G21 Regional Alliance, supported from within existing economic development budgets of the Local Governments, and augmented by State and Commonwealth funds where available.

Council has two options:

Option 1: The first option is to adopt the updated Strategy.

Option 2: The second option is to not adopt the updated Strategy.

Option 1 is recommended as there are direct or flow on benefits in each of the five Strategic Focus Areas. There are benefits in Colac Otway Shire supporting a regional approach to economic development and it fulfils Council's obligation through G21 membership to support regional plans.

Proposal

That Council notes that the G21 Economic Development Strategy has been updated and adopted by the G21 Board and endorses the updated Strategy.

Financial and Other Resource Implications

There are no financial resource implications related to this report. Most of the initiatives will require significant State and Federal funding, and funding from the City of Greater Geelong. It is expected that the Advisory Board model of governance will largely deliver the Strategy within existing municipal budgets. Council provides an amount in its Economic Development Budget that enables contribution to regional projects in both the G21 and Great South Coast areas.

Risk Management & Compliance Issues

There are no risk management or compliance issues related to this report or any action from the report.

Environmental and Climate Change Considerations

There are no environmental or climate change considerations related to this report or any action from the report.

Community Engagement
The community engagement strategy for the 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 G21 Economic Development Strategy was developed with extensive stakeholder and community engagement across the five partner municipalities including a presentation to Council and a public meeting in each of the major centres within each municipality.

The community will be informed of Council's decision via the Shire's website. No other form of engagement is recommended.

Implementation
The G21 Board will be advised of Council's decision through a formal letter. The G21 Economic Development Pillar will be responsible for monitoring the implementation of the Strategy. This is the most cost effective model for delivery and provides a high level of accountability to each Council and the G21 Board.

Two points need to be emphasised:

- Each local government economic development unit would be responsible for the delivery of 'Game Changers' within their respective municipality. This means that while Colac Otway Shire may cooperate with and assist in the delivery of projects within the City of Greater Geelong, there would not be a significant local resource allocation to these projects.
- The G21 Economic Development Pillar would still be committed to advocacy for the existing priority list of major and minor economic development projects such as the redevelopment of Apollo Bay Harbour and the Colac CBD and Entrances Project.

Conclusion
The G21 Economic Development Strategy is the result of an extensive research and consultation process to develop a strategy that identifies key initiatives or 'Game Changers' that are likely to have a transformational effect on the regional economy. Council endorsement of the final strategy will support the efforts of G21 partner Councils to advance growth in the region which will benefit Colac Otway Shire.

Attachments
1. G21 Economic Development Strategy FINAL DRAFT

Recommendation(s)

That Council endorses the updated G21 Economic Development Strategy.

~~~~~~~~~~~~~~~~~~□~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~

GENERAL BUSINESS

ITEM
OM142409-8 ASSEMBLY OF COUNCILLORS

OM142409-8 ASSEMBLY OF COUNCILLORS

AUTHOR:	Rhonda Deigan	ENDORSED:	Sue Wilkinson
DEPARTMENT:	Executive	FILE REF:	F14/6031

Introduction
The *Local Government Act 1989* (the Act) requires that records of meetings, which constitute an Assembly of Councillors, be tabled at the next practicable meeting of Council and incorporated in the minutes of the Council meeting.

Definition
An "assembly of Councillors" is a defined term under section 3(1) of the *Local Government Act 1989*.

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.

As part of decision making processes at Colac Otway, it is essential that Councillors are briefed on a range of issues which come before Council for consideration. As a means of providing this information, Assembly of Councillor briefings are conducted.

Assemblies are also attended by Council Officers, and sometimes other specific advisors, to provide Councillors with a detailed knowledge and understanding of issues under consideration to a level of detail that would inhibit timely decision-making, that would not be possible in an open council meeting or where decision-making related debate is governed by strict meeting procedures.

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 names of all Councillors and members of Council staff attending;
- the matters considered;
- conflict of interest disclosures made by a Councillor (if any are made); and
- whether a Councillor who has disclosed a conflict of interest leaves the assembly.

It is a requirement that the record of an assembly is to be reported to the next practicable ordinary meeting of Council and be incorporated in the minutes of that Council meeting.

Assemblies of Councillors
The following Assemblies of Councillors have been held:

- Friends of Colac Botanic Gardens 10 July 2014
- Friends of Colac Botanic Gardens 14 August 2014
- Councillor Workshop 20 August 2014
- Councillor Briefing Session 27 August 2014
- Audit Committee Chairperson's Report to Council 2 September 2014
- Councillor Workshop 10 September 2014.
- Saleyards Advisory Committee 12 September 2014.

Attachments
1. Friends of the Colac Botanic Gardens - 10 July 2014
2. Friends of Colac Botanic Gardens - 14 August 2014
3. Councillor Workshop - 20 August 2014
4 Councillor Briefing Session – 27 August 2014
5. Audit Committee Chairperson's Report to Council - 2 September 2014
6. Councillor Workshop - 10 September 2014
7. Saleyards Advisory Committee Meeting - 12 September 2014

Recommendation(s)

That Council notes the Assembly of Councillors reports for:

- ***Friends of the Colac Botanic Gardens 10 July 2014***
- ***Friends of the Colac Botanic Gardens 14 August 2014***
- ***Councillor Workshop 20 August 2014***
- ***Councillor Briefing Session 27 August 2014***
- ***Audit Committee Chairperson's Report to Council 2 September 2014***
- ***Councillor Workshop 10 September 2014***
- ***Saleyards Advisory Committee 12 September 2014.***

~~~~~~~~~~~~~~~~~~~~□~~~~~~~~~~~~~~~~~~
~~~~~~~~~~~~~~~~~~~~

IN COMMITTEE

Recommendation

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

SUBJECT	***REASON***	***SECTION OF ACT***
Minutes of In-Committee Council Meeting held on 27 August 2014	this matter deals with 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 (d) (f) (h)
Internal Audit Report	this matter may prejudice the Council or any person	Section 89 (2) (h)
Report from Delegate to Other Bodies - Audit Committee Minutes	this matter deals with personnel matters; AND this matter deals with contractual matters; AND this matter deals with legal advice; AND this matter may prejudice the Council or any person	Section 89 (2) (a) (d) (f) (h)
Contract 1420 – Landfill Disposal – Putrescible Waste	this matter deals with contractual matters	Section 89 (2) (d)

ORDINARY COUNCIL MEETING

WEDNESDAY, 24 SEPTEMBER 2014

ATTACHMENTS

PAGE NO.

CORPORATE AND COMMUNITY SERVICES

OM142409-3 Authorisation of Officer (Planning and Environment Act)

Attachment 1: Instrument of Appointment and Authorisation - Brendan O'Loan 3

SUSTAINABLE PLANNING AND DEVELOPMENT

OM142409-6 Municipal Emergency Management Plan

Attachment 1: Municipal Emergency Management Plan 2014 - 2017 5

OM142409-7 G21 Economic Development Strategy

Attachment 1: G21 Economic Development Strategy FINAL DRAFT 119

GENERAL BUSINESS

OM142409-8 Assembly of Councillors

Attachment 1: Friends of the Colac Botanic Gardens - 10 July 2014 155

Attachment 2: Friends of Colac Botanic Gardens - 14 August 2014 158

Attachment 3: Councillor Workshop - 20 August 2014 161

Attachment 4: Councillor Briefing Session - 27 August 2014 162

Attachment 5: Audit Committee Chairperson's Report to Council - 2 September 2014 163

Attachment 6: Councillor Workshop - 10 September 2014 164

Attachment 7: Saleyards Advisory Committee Meeting - 12 September 2014 165

Colac Otway SHIRE

INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(Planning and Environment Act 1987*)*

In this Instrument **"officer"** means –

BRENDAN O'LOAN

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

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

It is declared that this Instrument –

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

This Instrument is authorised by a resolution of the Colac Otway Shire Council on 24 September 2014

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

……
Chief Executive Officer

Dated

Colac Otway SHIRE

Colac Otway Shire Municipal Emergency Management Plan 2014 - 2017

Version 2.3 18 August 2014

Document Title

Colac Otway Shire Municipal Emergency Management Plan

Disclaimer

Every effort has been made to ensure that all information contained in this management plan is correct and accurate. Colac Otway Shire does not guarantee that this plan is without any omissions or errors and therefore disclaims any liability for any errors, loss or other consequence, which may arise from the use of any information within this document.

Document Status and Amendment History

Version	Date Revised	Sections Revised	Plan Updated By
1.1	06/11/2006	Section 1 & 7	
1.2	13/12/2006	Section 7	
1.3	07/05/2007	Section 1 Appendix 9	
1.4	28/09/2007	Complete Review	Municipal Emergency Manager
1.5	20/11/2008	Section 1 & 7	Municipal Emergency Manager
1.6	10/11/2009	Section 1, 2, 3, 7 & Appendix 2, 3, 4, 5 & 8	Municipal Emergency Manager
1.7	18/11/2010	Complete Review	Municipal Emergency Management Coordinator
1.8	16/5/2011	Part 5 & 6	Municipal Emergency Management Coordinator
1.9	15/11/2011	Sect. 1, 2, 3, 4, 5 & 7 Appendix, 1, 2, 4, 5, 6, 7 & 11	Municipal Emergency Management Coordinator
2.0	12/06/2012	Record of Updates as per D12/38793	Municipal Emergency Management Coordinator
2.1	17/01/2013	Update of Contact List	Municipal Emergency Management Coordinator
2.2	01/04/2014	Complete Review	Municipal Emergency Management Coordinator
2.3	18/08/2014	Part 5, Part 6 & Appendices	Municipal Emergency Management Coordinator

Foreword

The Colac Otway Shire Municipal Emergency Management Plan (MEMP) has been developed pursuant to *Section 20 (1)* of the *Emergency Management Act 1986 and the Emergency Management Act 2013*.

This Plan is one component of a broader framework that enables Colac Otway Shire Council to strengthen its capacity to identify hazards, determine risks, and prepare for emergencies and disasters to strengthen community safety.

Colac Otway Shire is one of the most diverse municipalities in Victoria, balancing the juxtaposition between the Volcanic Plains and Great Otway National Park and rural and urban areas. The Otway Ranges contain significant remnant native vegetation as do the grasslands of the Western Basalt Victorian Volcanic Plains and internationally listed Ramsar Wetlands. The Shire also takes in stunning sections of the Great Ocean Road on its south eastern and southern boundaries.

Colac Otway Shire Council is committed to working in partnership with the community, emergency services, other agencies and management authorities, to prevent and minimise the occurrence of emergency events and their impacts on community wellbeing, including social, economic and the natural and built environments.

This MEMP is the result of the cooperative efforts of the agencies and organisations that comprise the Municipal Emergency Management Planning Committee (MEMPC).

This plan should be read in conjunction with the *Emergency Management Manual Victoria,* which can be found at http://www.emv.vic.gov.au/policies/emmv

Sue Wilkinson
Chief Executive Officer

Table of Contents

COMMUNITY EMERGENCY CONTACT LIST 1
PART 1 – INTRODUCTION 1
1.1 Agency and Municipal Council Endorsement 1
1.2 Audit Report 1
1.3 Aim 3
1.4 Objectives 3
1.5 Purpose of the Plan 4
1.5.1 Updates (sub-plans, operational plans and strategies) 5
1.5.2 Public access 5
1.5.3 Privacy 5
PART 2 – BACKGROUND 6
2.1 Context 6
2.2 Topography 6
2.2.1 Environmental Values 6
2.2.2 Major rivers, lakes, creeks and reservoirs 8
2.3 Infrastructure 8
2.3.1 Major Roads 9
2.3.2 Rail 9
2.4 Industry 9
2.5 Demography 10
2.5.1 Special Needs Groups 12
2.6 Vulnerable Persons 13
2.6.1 Vulnerable Persons Register 13
2.6.2 Facilities Register - Vulnerable People 13
2.7 Maps 13
2.7.1 Access to GIS Mapping 14
2.8 History of Emergencies 16
2.8.1 Major Fires in Colac Otway Shire 16
PART 3 – PLANNING ARRANGEMENTS 18
3.1 Introduction 18
3.2 Municipal Emergency Management Functions 18
3.3 Victorian Arrangements 18
3.4 Emergency Management Planning Process 18
3.5 Municipal Emergency Management Planning Committee 20
3.5.1 Role of the Municipal Emergency Management Planning Committee 20
3.5.2 MEMPC Terms of Reference 20
3.5.3 MEMPC Membership 20
3.5.4 Frequency of Municipal Emergency Management Planning Committee Meetings 21
3.6 MEMPC Specialist Sub-Committees 21
3.7 Emergency Management Group (EMG) 22
3.8 Environment and Community Safety Unit 22
3.9 Audit Requirements for the Plan 23
3.9.1 Purpose of the Audit 23
3.9.2 Audit of the Plan 23
3.9.3 Response to Audit 23
3.10 Maintenance Review and Testing of the Plan 23
3.10.1 Authority 23
3.10.2 Review of the Plan 23
3.10.3 Testing and Exercising of the Plan 24
3.11 Planning Across Boundaries 24
PART 4 – PREVENTION/MITIGATION ARRANGEMENTS 25
4.1 Introduction 25
4.2 Community Emergency Risk Assessment 25
4.2.1 Introduction 25
4.2.2 Aim 25
4.2.3 Background 25
4.2.4 Development of Colac Otway Shire CERA 26

4.2.5 Monitoring and Review....29
4.3 Hazard, Exposure, Vulnerability and Resilience....29
4.3.1 Hazard....29
4.3.2 Exposure....29
4.3.3 Vulnerability....29
4.3.4 Resilience....30
4.4 Prevention....30
4.5 Preparedness....30
4.6 Community Education....30
PART 5 – RESPONSE ARRANGEMENTS **32**
5.1 Introduction....32
5.2 Command Control and Coordination....32
5.3 Emergency Management Commissioner (EMC)....33
5.3.1 Primary functions of the EMC....33
5.3.2 The emergency response function of the EMC....33
5.4 Control and the Principals of Control....33
5.4.1 Incident Controller....33
5.4.2 Incident Emergency Management Team (IEMT)....34
5.4.3 Control and Support Agencies....34
5.5 Coordination....34
5.6 Colac Otway Shire Coordination Committees....35
5.6.1 Municipal Emergency Management Coordination Group....35
5.6.2 Senior Municipal Emergency Management Team....35
5.7 Municipal Emergency Coordination Roles....35
5.7.1 Municipal Emergency Manager....35
5.7.2 Municipal Emergency Resource Officer....36
5.7.3 Municipal Recovery Manager....37
5.7.4 Deputy MERC, MERO and MRM....37
5.7.5 Municipal Fire Prevention Officer....37
5.7.6 MECC Facility Manager....38
5.8 Other Emergency Response Coordination Roles....38
5.8.1 Regional Emergency Response Coordinator....38
5.8.2 Municipal Emergency Response Coordinator....38
5.9 Municipal Emergency Response Arrangements....39
5.9.1 Municipal Emergency Coordination Centre (MECC)....39
5.9.2 Agency attendance and staffing at the MECC....40
5.9.3 Emergency Management Liaison Officer (EMLO) responsibilities....40
5.10 Scale of Emergency Coordination....40
5.10.1 Small Scale Emergency (less than 24 hour impact)....41
5.10.2 Medium Scale Emergency (more than 24 hours)....41
5.10.3 Large Scale Emergency (multiple days' impact)....41
5.11 Phases of Activation....41
5.11.1 Alert....41
5.11.2 Standby....41
5.11.3 Action....42
5.11.4 Stand Down....42
5.12 Phases of Activation for a Bushfire....42
5.13 Briefings....42
5.13.1 Post Emergency Debriefing Arrangements....42
5.14 Communications....43
5.14.1 Telephone Communications....43
5.14.2 Additional Communication Resources....43
5:14.3 Supplementary Support....44
5.15 Community Awareness Information and Warnings....44
5.15.1 Community Information....44
5.15.2 Emergency Warning Systems....44
5.15.3 Emergency Alert....45
5.15.4 Standard Emergency Warning Signal....45
5.15.5 Community Alert Sirens....45

5.15.6 Information Resources....46
5.15.7 CALD communities....46
5.16 Evacuation....46
5.16.1 Evacuation of Vulnerable People....46
5.17 Shelter Options....46
5.17.1 Community Fire Refuges – (Bushfire only)....47
5.17.2 Neighbourhood Safer Places - Places of Last Resort....47
5.18 Resource Sharing....48
5.18.1 Local Resource Sharing Arrangements....48
5.19 Financial Arrangements and Responsibilities....49
5.19.1 Municipal Councils....49
5.19.2 Other Agencies....49
5.19.3 Financial donations....49
5.19.4 Private Organisations....49
5.19.5 Financial reimbursement....49
5.19.6 Voluntary Agencies....49
5.20 Supplementary Supply....50
5.21 Business Continuity....51
5.22 Impact Assessments....51
5.22.1 Initial Impact Assessment....51
5.22.2 Secondary Assessment....51
5.22.3 Post Impact (Loss) Assessment....52
5.23 Termination of Response Activities....52
5.24 Response to Recovery Transition....52
5.25 Handover of Goods and Facilities....53
5.26 Post Emergency Debriefing Arrangements....53
5.26.1 Council Debrief....53
5.26.2 Multi-agency Debrief....53
PART 6 – RELIEF & RECOVERY ARRANGEMENTS 54
6.1 Introduction....54
6.2 Emergency Relief Definition....54
6.3 Recovery Definition....54
6.4 Overview....55
6.5 Transition of an Emergency to Relief and Recovery Phases....55
6.6 Principles Underpinning Recovery....55
6.6.1 Key Concepts of Emergency Recovery Management....56
6.7 Recovery Management Structure....57
6.7.1 Levels of Emergency Relief and Recovery....57
6.7.2 Consequence Management and Tiered Approach to Emergency Relief and Recovery....57
6.8 Functional Areas of Recovery....58
6.9 Municipal Coordination and Management Arrangements....59
6.9.1 Activation and Notification....59
6.9.2 Municipal Recovery Arrangements....59
6.9.3 Levels of Recovery Activities....59
6.10 Recovery Escalation Criteria....60
6.11 Recovery Coordination....60
6.12 Relief and Recovery Services....60
6.12.1 Use of Community Networks....61
6.12.2 Emergency Relief Centres....61
6.12.3 Recovery Centres....61
6.12.4 Assessment of community impact and needs....62
6.12.5 Communicating with the affected community....62
6.13 Community Recovery Committee....63
6.14 Emergency Relief and Recovery Roles and Responsibilities....64
6.14.1 The Role of Colac Otway Shire....64
6.14.2 Relief and Recovery Personnel....65
6.15 Post Impact Assessment....65
6.16 Clean Up....66
6.17 Individual Organisational Plans....67

6.18 Registration 67
6.19 Replacement of essential water taken during fire fighting 67
6.20 Role of Department of Human Services 67
6.21 Sharing of Personal Information 67
6.22 Offers of Voluntary Assistance 68
6.23 Offers Material Assistance 68
6.24 Single Point of Contact 68
6.25 Case Management 68
6.26 Financial Considerations 69
6.27 Reporting Arrangements 69
6.28 Testing and Review 69
6.29 Evaluation of Recovery Activities 69
6.30 Support and Ancillary Arrangements 70
6.30.1 Companion Animals, Livestock and Wildlife 70
6.30.2 Feed and Water for Animals 70
6.31 Emergency Accommodation 70
6.31.1 Interim Accommodation 70
6.31.2 Permanent Housing 71
6.32 Health and Medical 71
6.32.1 Health 71
6.32.2 Medical 71
6.32.3 Management of Medical Response 72
6.33 Provision of Volunteer Assistance 72
6.33.1 Volunteer Compensation Arrangements 72
6.33.2 Offence of Obstruction, and Legal Immunity for Volunteers 72
6.34 Transport and Engineering 72

PART 7 – SPECIAL PLANS AND ARRANGEMENTS 73

7.1 Colac Otway Fire Management Plan 73
7.2 Colac Otway Shire Neighbourhood Safer Places Plan 73
7.3 Community Information Guides 73
7.4 Municipal Relief and Recovery Plan 73
7.5 MECC Operations Plan 73
7.6 Safety and Environment Management Plan – Port of Apollo Bay 74
7.7 Evacuation Plans 74
7.7.1 Schools 74
7.7.2 Hospitals 74
7.8 Other Special Plans 74
7.8.1 School Bus Routes 74
7.8.2 Regional Coordination Plan - Blue Green Algae - Barwon Water 75
7.8.3 Colac Otway Municipal Public Health and Wellbeing Plan 2013-2017 75
7.8.4 Influenza Pandemic Plan 75
7.8.5 Colac Otway Shire Heatwave Plan 75

Appendix 1 – MEMP Sub Plans, Related Procedures and Operating Guidelines 77
Appendix 2 – Key Council Emergency Contacts 78
Appendix 3 – Municipal Emergency Planning Committee Members 79
Appendix 4 – Emergency Contact Directory 81
Appendix 5 – Register of Facilities – Vulnerable People 82
Appendix 6 – MEMPC Terms of Reference 83
Appendix 7 – Meeting and Training Log 86
Appendix 8 – MEMP Distribution List 87
Appendix 9 – Community Emergency Risk Assessment 89
Appendix 10 – Control Agencies for Response 90
Appendix 11 – Support Agencies for Response 93
Appendix 12 – Municipal Resources - Heavy Equipment 94

Appendix 13 – Emergency Relief and Recovery Centres 95
Appendix 14 – Designated Neighbourhood Safer Places 96
Appendix 15 - Fixed Wing Aircraft 97
Appendix 16 – Acronyms and Abbreviations 98
Appendix 17 – Glossary 101

Table of Figures

Figure 1 - Certificate of Audit 2
Figure 2 - Time Sequence of Emergency Management Activities 4
Figure 3 - Table of Waterways within Colac Otway Shire 8
Figure 4 - Map of Waterways within Colac Otway Shire 8
Figure 5 - Map of Road Network within Colac Otway Shire 9
Figure 6 - Population Distribution throughout Colac Otway Shire 10
Figure 7 - Age Structure for Colac Otway Shire 2011 11
Figure 8 - Change in Age Structure Colac Otway Shire 2011/2017 11
Figure 9 - Languages Spoken by Colac Otway Shire Residents 12
Figure 10 - Languages Spoken in Colac Otway Shire - % Population 12
Figure 11 - Population breakdown comparison Colac Otway Shire/Australia 12
Figure 12 - Map Showing Public Land within Colac Otway Shire 14
Figure 13 - Map of Geographic Area Covered by Colac Otway Shire 15
Figure 14 - Major Fire History for Colac Otway Shire 16
Figure 15 - Map Showing Bushfire History for Colac Otway Shire 17
Figure 16 - Map Showing Earthquake History for Colac Otway Shire 17
Figure 17 – Detailed Municipal Emergency Management Planning Process 19
Figure 18 - Colac Otway Shire Emergency Management Committee Structure 21
Figure 19 – Priority Waterways and 1 in 100 Year Flood Mapping 27
Figure 20 – Identified Landslide and Erosion Potential 27
Figure 21 - CERA hazard residual risk rating table 28
Figure 22 – CERA heat map 28
Figure 23 – Emergency Response Management Arrangements at an Incident. 32
Figure 24 - Phases of Activation for a Bushfire 42
Figure 25 - Flow chart for resource supplementation 50
Figure 26 - Emergency Relief and Recovery Activities Over Time 55
Figure 27 - Emergency Relief and Recovery Coordination Levels 58
Figure 28 - Services and Elements Relevant to Each Functional Area of Recovery 58
Figure 29 - Recovery Escalation Criteria 60
Figure 30 – Example of Recovery Committee Structure 64
Figure 31 – The Cross Sector Coordination Model for the Restoration of Essential Infrastructure and Services 66

COMMUNITY EMERGENCY CONTACT LIST

EMERGENCY	24 HOUR CONTACT	WEBSITE
RESPONSE		
Ambulance	000	www.ambulance.vic.gov.au
Australian Red Cross	1800 232 969	www.redcross.vic.gov.au
Coast Guard (Geelong)	03 5278 8440	www.coastguard.com.au
Colac Otway Shire	03 5232 9400	inq@colacotway.vic.gov.au
Fire	000	www.cfa.vic.gov.au
Flood / Storm	13 25 00	www.ses.vic.gov.au
Life Saving Victoria	13 78 73	www.lifesavingvictoria.com.au
Police	000	www.police.vic.gov.au
SES	13 25 00	www.ses.vic.gov.au
Vic Roads	13 11 70	www.vicroads.vic.gov.au
Water Police	1800 135 729	www.police.vic.gov.au
HOSPITALS		
Colac Area Health	03 5232 5100	www.swarh2.com.au/cah
Apollo Bay Hospital (Otway Health & Community Services)	03 5237 8500	www.otwayhealth.com.au
ENVIRONMENTAL POLLUTION		
EPA Victoria	1300 372 842	www.epa.vic.gov.au
EPA Regional Emergency Response	0477 755 004	www.epa.vic.gov.au
UTILITIES		
Barwon Water	1300 656 007	www.barwonwater.vic.gov.au
Wannon Water	1300 926 666 1300 926 668 (AH)	www.wannonwater.com.au
Electricity – Powercor	13 24 12	www.powercor.com.au
Gas – SP AusNet	136707	www.sp-ausnet.com.au
Telecommunications - Telstra	13 22 03	www.telstra.com.au
OTHER		
Work Safe Victoria	13 23 60	www.worksafe.vic.gov.au
Parks Victoria	13 19 63	http://parkweb.vic.gov.au/

PART 1 – INTRODUCTION

1.1 Agency and Municipal Council Endorsement

This Municipal Emergency Management Plan (MEMP) has been produced by and with the authority of Colac Otway Shire Council pursuant to *Section 20 (1)* of the *Emergency Management Act 1986 and the Emergency Management Act 2013*.

The Colac Otway Shire understands and accepts its roles and responsibilities as described in *Part 4* of the *Emergency Management Act 1986 and the Emergency Management Act 2013*.

The Colac Otway Shire Council understands and supports the concept that mutual aid between municipalities may be required during and following emergencies.

This Plan was endorsed by the Colac Otway Shire MEMPC on the 15th day of May 2014 and adopted by the Colac Otway Shire Council on the …….

Signed on behalf of the Colac Otway Shire Council)
By the Chief Executive Officer)
Pursuant to the instrument of delegation)
Dated _____ in the presence of:)

_____
Witness

1.2 Audit Report

The Colac Otway Shire Council, pursuant to Section 21A of the *Emergency Management Act 1986 and the Emergency Management Act 2013,* will submit the Municipal Emergency Management Plan to the Victoria State Emergency Service for audit.

The purpose of the audit is to assess this plan's compliance with the guidelines issued by Victoria's Coordinator-in-Chief. Council will respond to all requests resulting from the audit as required.

The Plan will be subject to audit every (3) years.

A copy of the most recent Audit Certificate is provided over page.

The audit report indicates whether or not the plan complies with the guidelines and if there are opportunities to improve the plan or planning process. A plan that does not comply with the guidelines will be audited again in twelve months.

Note: Councils must provide a written response to the audit report to the Chief Officer Operations within three months of the receipt of the audit report.

Figure 1 - Certificate of Audit

1.3 Aim

The aim of the Colac Otway Shire Municipal Emergency Management Plan (MEMP) is to detail the agreed arrangements for the prevention of, preparedness for, response to, and the recovery from emergencies that could potentially occur in the Colac Otway Shire as identified in Part 4 of the *Emergency Management Act 1986 and the Emergency Management Act 2013* and the Emergency Management Manual Victoria (EMMV), which can be found at http://www.emv.vic.gov.au/policies/emmv

1.4 Objectives

The objectives of the Colac Otway Shire MEMP are to:

- Identify, treat and evaluate potential risks that could impact on the Colac Otway Shire community.
- Implement measures to prevent or reduce the likelihood or consequences of emergencies.
- Manage arrangements for the utilisation and implementation of municipal resources (being resources owned by or under the direct control of the municipal council) and other resources available for use in prevention, preparedness, response and recovery in emergencies.
- Manage support that may be provided to or from adjoining municipalities.
- Assist the affected community to recover following an emergency.
- Complement other local, regional and state government planning arrangements.

The Colac Otway Shire MEMP is consistent with the following objectives contained in the Emergency Management Manual Victoria, which aim to:

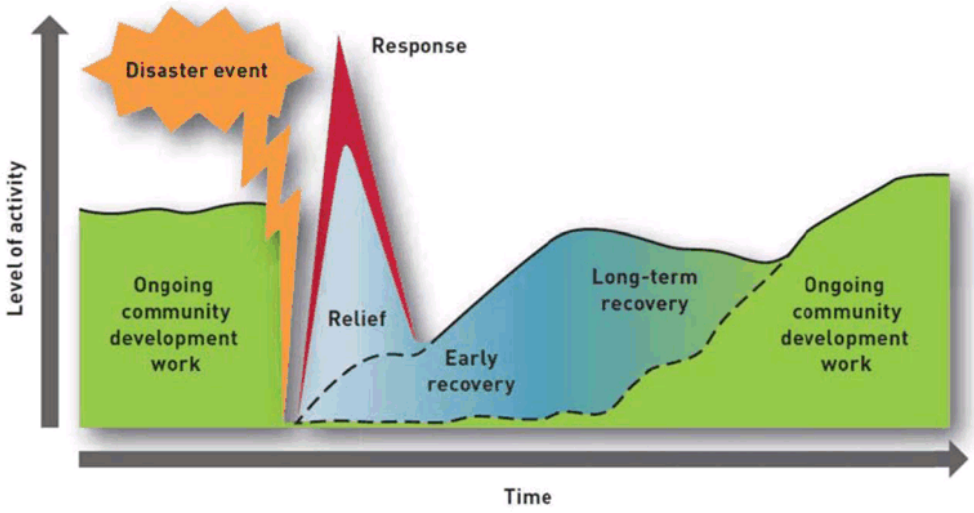
Deal with all hazards: While most attention is given to the obvious emergencies such as fire, flood and transport accidents, a wide range of hazards are dealt with using the emergency management arrangements and resources. This includes emergencies for which there has been little or no experience in Victoria, such as new animal diseases, terrorist incidents, earthquakes or environmental emergencies.

Be integrated (involve all people and relevant agencies): The management of emergencies is a shared responsibility involving many people and organisations in the community. It is not something done by one sector of the community to or for the rest of society, although some organisations have specialist roles. In addition to the emergency services, all government departments may have some role to play. The emergency response role may be a minor part of their responsibilities, however many departments have an essential prevention responsibility. Prevention infrastructure includes, land use planning, occupational health and safety, clean water, public health and building regulations. These are part of the prevention infrastructure.

Municipal councils have essential roles in emergency management. Voluntary organisations such as Australian Red Cross, St John Ambulance, Wireless Institute Civil Emergency Network (WICEN) and search and rescue organisations play well-defined roles in emergency management.

Be comprehensive (cover prevention, response and recovery): Prevention, response and recovery are all important aspects of emergency management and each are addressed in these arrangements. The model of emergency management shown below makes clear that there is not a strict sequence, nor a hierarchy of relationships. All activities are important and in a comprehensive model, have a place in the overall scheme. Emergency management activities do not take place in any particular sequence or cycle. It is now recognised that prevention, response and recovery do not follow each other in order. They can all operate at the same time.

Figure 2 - Time Sequence of Emergency Management Activities



Source: Australian Emergency Management – Community Recovery - Handbook 2

Response activities commence as soon as possible after the time of impact, peak to full effort quickly, and often cease promptly when the emergency has been dealt with, and/or affected people have been rescued or evacuated.

Recovery activities commence at or soon after the time of impact, and peak to full effort more gradually and often later than response activities. Recovery activities may continue for a considerable period of time, gradually tapering off and merging into normal community activities in the weeks, months or even years after impact.

Prevention, response and recovery are not phases or stages of emergency management. The model sees them as clusters of activities. They take place as needed, and do not necessarily follow one another in a sequential order.

1.5 Purpose of the Plan

The purpose of this plan is to bring together, in an integrated organisational network, the resources to prevent or mitigate, respond to and recover from emergencies. It accepts that emergencies touch people's life experiences in different ways and recognises that there is not and cannot be a single organisation, solely responsible for dealing with all aspects of emergencies.

In order to achieve this Colac Otway Shire Council acknowledges the linkages between this plan and the broader emergency, risk management and community safety context. This plan is to be read in consideration of the following plans and strategies:
Plans:

MEMP sub plans

- Colac Otway Fire Management Plan
- Colac Otway Shire Relief and Recovery Plan
- Birregurra Sub Flood Plan **(TRIM: D14/51950)**
- Neighbourhood Safer Places Plan
- Community Emergency Risk Assessment **(TRIM: F14/1425)**

Municipal (Council plans and strategies):

- Influenza Pandemic Plan – DRAFT **(TRIM: D12/29773)**

- Colac Otway Municipal Public Health and Wellbeing Plan 2013-2017 **(TRIM: D13/69774)**
- Colac Otway Shire Heatwave Plan **(TRIM: D11/19907)**
- Business Continuity Plan **(TRIM: D12/71555)**
- Risk Management Policy **(TRIM: D14/4203)**

Other relevant plans and strategies:

- Regional Coordination Plan - Blue Green Algae - Barwon Water **(TRIM D11/24840)**
- Road Safety Strategy (VicRoads)
- The Victorian Heatwave Strategy (Department of Health)
- Victorian Human Influenza Pandemic Plan (Department of Health)
- Biosecurity Strategy for Victoria (Department of Environment & Primary Industries)
- Community Information Guides (formerly township Protection Plans - CFA)
- Barwon South West Regional Strategic Fire Management Plan (IFMP)
- Barwon South West Regional Emergency Response Plan
- Regional Emergency Recovery Plan Barwon South West
- Regional Strategic Fire Management Plan (IFMP)
- FloodSafe (VICSES)
- StormSafe (VICSES)

Operational guidelines and documents

- Municipal Emergency Coordination Centre Operations Plan (**TRIM D11/6762)**
- Safety and Environment Management Plan – Port of Apollo Bay **(TRIM: D13/8112)**

1.5.1 Updates (sub-plans, operational plans and strategies)

The maintenance responsibility of all Council related sub-plans, operations plans, strategies, and standard operating procedures that support the Municipal Emergency Management Plan rest with the relevant author.

1.5.2 Public access

An edited version of this plan, omitting all contact names, numbers and confidential information, is available on the Colac Otway Shire Council website www.colacotway.vic.gov.au, the Municipal Library and the State Library of Victoria.

1.5.3 Privacy

Recipients of the plan are advised that names and contact numbers contained within will be used only for essential emergency management purposes and will be managed in accordance with the *Information Privacy Act 2000*. This extends to other parts of the plan where names and contact numbers are provided. The public version shown on Council's website will have all names and contact numbers removed

PART 2 – BACKGROUND

2.1 Context

Colac Otway Shire is located in south-western of Victoria, approximately 150 kilometres from Melbourne. Colac Otway Shire is bounded by Golden Plains Shire in the north, Surf Coast Shire in the east, the Southern Ocean in the south and Corangamite Shire in the west.

The Shire encompasses a total land area of approximately 3,500 square kilometres, of which a large proportion is Crown Land (43%) including the Great Otway National Park.

Colac Otway Shire has a population of approximately 20,621 people.

Colac Otway Shire includes the townships and rural localities of Aire Valley, Alvie, Apollo Bay, Balintore, Barongarook, Barongarook West, Barramunga, Barwon Downs, Barunah Plains, Beeac, Beech Forest, Birregurra, Bungador, Cape Otway, Carlisle River, Carpendeit, Chapple Vale, Colac, Colac East, Colac West, Coragulac, Cororooke, Corunnun, Cressy, Cundare, Cundare North, Dreeite, Dreeite South, Elliminyt, Eurack, Ferguson, Forrest, Gellibrand, Gellibrand Lower, Gerangamete, Glenaire, Grey River, Hordern Vale, Irrewarra, Irrewillipe, Irrewillipe East, Jancourt East, Johanna, Kawarren, Kennett River, Larpent, Lavers Hill, Marengo, Mount Sabine, Murroon, Nalangil, Ombersley, Ondit, Pennyroyal, Petticoat Creek, Pirron Yallock, Separation Creek, Skenes Creek, Skenes Creek North, Stonyford, Sugarloaf, Swan Marsh, Tanybryn, Warncoort, Warrion, Weeaproinah, Weering, Whoorel, Wingeel, Wongarra, Wool Wool, Wyelangta, Wye River, Yeo, Yeodene and Yuulong.

The Colac Otway Shire is one of the most picturesque municipalities in the State of Victoria. As the gateway to the Otways and Western Plains, containing National, State and Regional parks, part of an extensive inland lake system, the seaside attractions of Apollo Bay and the Great Ocean Road, the Colac Otway Shire is a rural, residential and resort area with a major tourist industry supporting these natural resources.

Much of the rural area is used for timber production and agriculture, with farming, cropping and dairying being the main agricultural pursuits. Agricultural activity is concentrated in the northern part of the Shire, whilst timber production and fishing are prevalent in the south.

Industry is supported by comprehensive infrastructure including rail, road, air and sea transport. The Municipality is serviced by three major roads, the Hamilton Highway, Princes Highway and Great Ocean Road, as well as rail passenger and freight facilities and a vast network of road transport operations.

2.2 Topography

Colac Otway shire has many areas of unique beauty and character is a feature of the areas within the Colac Otway Shire, the geography of the Shire varies from lush plains in the north the rugged and beautiful Otway Ranges in the south with its spectacular coastline.

The Great Ocean Road includes huge cliffs, roaring seas, tranquil coves and safe swimming beaches. It passes through a number of coastal villages including Kennett River, Wye River, Skenes Creek, and Apollo Bay. The Otway Ranges is a popular holiday destination for tourists from Australia and overseas.

2.2.1 Environmental Values

The Shire contains some of the most significant environmental assets found in Australia. The municipality has an extensive network of water bodies, some of which are Ramsar listed (i.e. of international significance). In addition, the Shire has over 300 km of very high conservation roadside reserves, as well as approximately 100 km of the internationally recognised Great Ocean Road. This

spectacular coastal environment includes not only the coastal dunes and estuaries but also the marine environment.

The majority of the vegetation in the Shire has been cleared since European settlement and although some areas of pristine vegetation remain in the Otways twenty nine of the fifty four vegetation communities in the region are listed as endangered or vulnerable and only nine are not of concern. The Plains Grasslands have recently been nationally listed under the Environmental Protection and Biodiversity Conservation Act 1999 (EPBC Act) because only very small areas remain intact, the majority of which are on private land.

The environmental assets found in the Shire can be categorised by the Bioregions in which they are found. Bioregions reflect natural boundaries and relationships between biodiversity assets and natural resource based activities. Four Bioregions are found in the Shire; Victorian Volcanic Plain (VVP), Warrnambool Plain, Otway Plain and the Otway Ranges.

Victorian Volcanic Plain (VVP) Bioregion
Colac Otway Shire covers in excess of 900 square kilometres of the VVP that once supported large tracts of the Ecological Vegetation Community (EVC) Plains Native Grassland and Plains Grassy Woodland vegetation. These are now restricted to tiny areas on roadsides, the margins of the region's brackish and saline lakes and scattered small remnants (usually highly degraded) on private land.

These Endangered EVC's have been almost totally lost throughout their Victorian range, with only 2.3% of the original Plains Grassy Woodlands remaining (and most of that highly degraded by grazing and weeds), while less than 1.3% of Plains Native Grasslands still exist (DSE 2002). The recent listing of this EVC under federal legislation as a protected plant community indicates that the flora and fauna of this bioregion are some of the most threatened in Australia (Tonkinson 2007). The VVP also hosts internationally protected Ramsar Lakes supporting several rare and threatened waterbirds.

Warrnambool Plain (WP) Bioregion
The Warrnambool Plain extends into a relatively small area of the Shire from the west and is often referred to as the Coastal Plain. The identifying features of the Warrnambool Plain are nutrient deficient soils over low calcareous dune formations. Much of the limestone has been overlain by more recent sediments, and between the limestone dunes, areas of swamplands are characterised by highly fertile peats and seasonal inundation.

Otway Plain (OP) Bioregion
Similar to the VVP, the Otway Plain covers over 900 square kilometres of the Shire. This bioregion includes coastal plains and dunes, foothills with river valleys and swamps in the lowlands. The upper terrain supports Lowland Forest and Heathy Woodland ecosystems, whereas the floodplains and swamps predominantly contain Grassy Woodland and Floodplain Riparian Woodland. Much of this vegetation remains intact on private land and protected in Crown land.

Otway Ranges (OR) Bioregion
The largest, and most protected, bioregion within the Shire is the Otway Ranges. Consisting of moderately steep slopes and moist gullies, this bioregion supports Shrubby Wet Forest and Cool Temperate Rainforest ecosystems on the higher slopes; and Shrubby Foothill Forest on the lower slopes. Large intact examples of these vegetation communities are found in the Shire and remain well protected as over 50% are found in the Great Otway National Park.

Environment Assets
Due to the large amount of clearing there are a number of listed threatened flora and fauna species in the region. Some of the threatened species are listed as threatened in Victoria and some of them are also listed as threatened at the national level due to a greater likelihood of extinction (e.g. Spiny Rice flower).

A large proportion of the Otway Ranges bioregion is protected by being in the Great Otway National Park. This ensures protection of many high value waterways that flow to the sea from the Otway

Ranges. However it is worth noting that the Ramsar Lakes located in the VVP bioregion are surrounded by farm land. Therefore these environmental assets face more significant threat of degradation than those located within the national park.

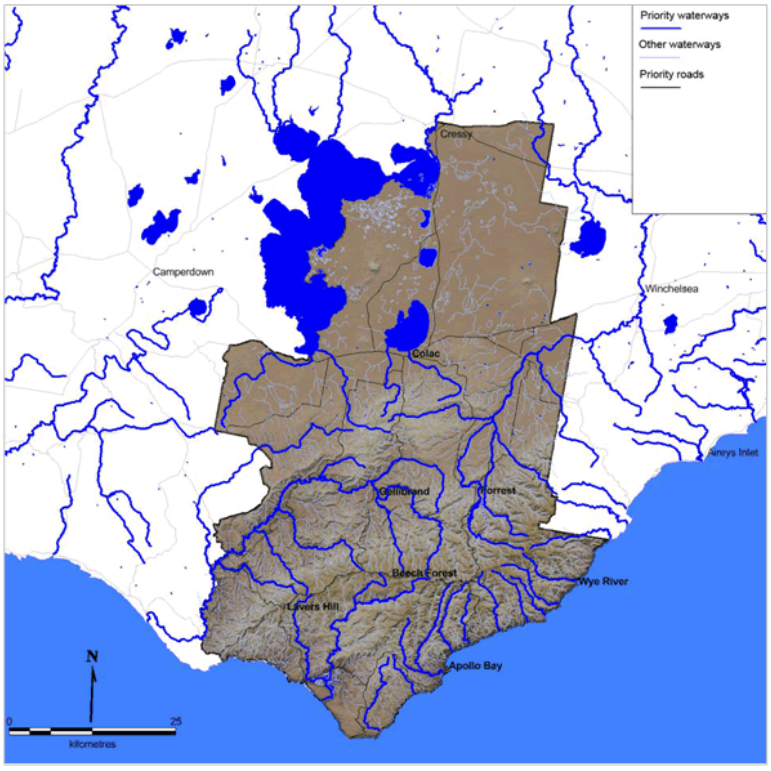
2.2.2 Major rivers, lakes, creeks and reservoirs

Colac Otway Shire has many rivers, lakes, creeks and reservoirs, key waterways are identified in the following table.

Figure 3 - Table of Waterways within Colac Otway Shire

Rivers	Creeks	Lakes	Reservoirs
Aire River	Arkins Creek	Lake Beeac	West Gellibrand Reservoir
Barham River	Barongarook Creek	Lake Colac	West Barwon Reservoir
Barwon River East Branch		Lake Cundare	Olangolah Reservoir
Barwon River West Branch		Lake Elizabeth	Arkins Creek Weir
Carlisle River			
Gellibrand River			

Figure 4 - Map of Waterways within Colac Otway Shire



To access the interoperable Colac Otway Shire WebGIS portal with up to date mapping information for priority waterways within Colac Otway Shire. Click HERE

Source: PRIORITY_RIVERS- Department of Environment and Primary Industries – 29/10/2013

2.3 Infrastructure

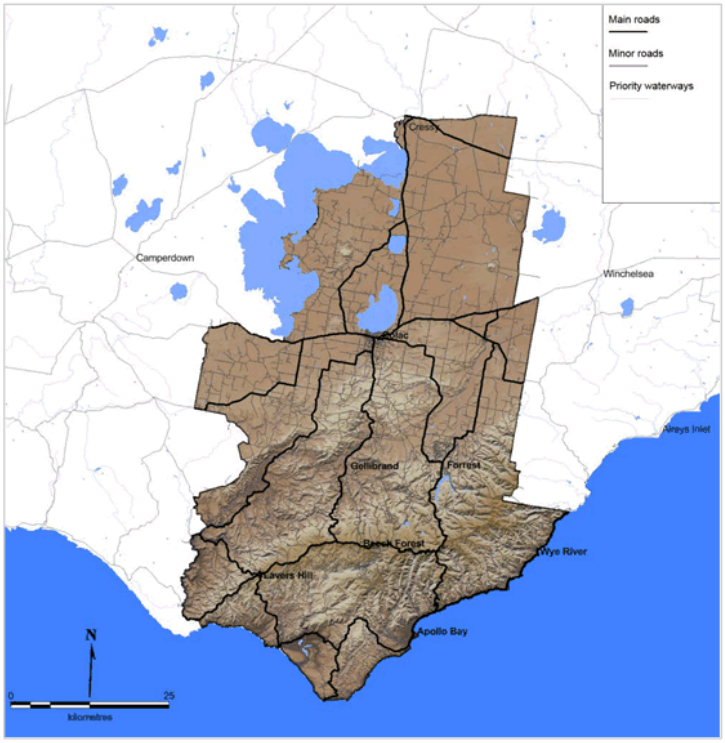
The Shire has excellent access to the Melbourne and Avalon Airports. This transport network provides the Shire and its industries excellent access to both domestic and international markets.

2.3.1 Major Roads

Major roads within Colac Otway Shire include:

- Princes Highway
- Great Ocean Road
- Hamilton Highway
- Colac-Ballarat Road
- Colac-Apollo Bay Road
- Colac-Lavers Hill Road
- Carlisle River Road
- Cobden Road

Figure 5 - Map of Road Network within Colac Otway Shire



To access the interoperable Colac Otway Shire WebGIS portal with up to date mapping information for the road network within Colac Otway Shire. Click HERE

Source: TR_ROAD – Department of Environment and Primary Industries – 27/6/2014

2.3.2 Rail

The VLine passenger service from Melbourne to Warrnambool runs through the shire parallel to the Princes Highway stopping in Birregurra and Colac regularly throughout each day. Regular freight services also use this line.

2.4 Industry

The Shire provides diverse employment opportunities through a range of primary industries, tourism and commercial and community services. The region is well supplied with existing infrastructure in terms of power and water and is well placed to take advantage of future proposals to extend the natural gas grid.

Tourism is an important industry, especially in the southern section along the Great Ocean Road. The Shire has two main townships, with many small villages and localities. The only city is Colac, which

serves as an administrative, retail and commercial centre. The other major township is Apollo Bay, which serves as the major tourism centre.
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 employ a total of 5,220 people or 63% of the employed resident population.

2.5 Demography

The Shire is a cool temperature zone with the temperature averaging 26°C in summer and 12°C in winter. The average annual rainfall is 722mm for Colac and 2000mm for Weeaproinah.

Colac Otway Shire has a population of approximately 20,621people. The seasonal variation in population along the coast can be significant.

Figure 6 - Population Distribution throughout Colac Otway Shire

Town	Population
Apollo Bay	1092
Marengo	222
Birregurra	486
Beeac	223
Beech Forest/Carlisle River	479
Colac/Elliminyt	11918
Cressy	433
Cororooke	383
Forrest	237
Gellibrand	383
Skenes Creek	426
Wye River/Kennett River	236
Other Regional Areas	4103
Total Population	**20621**

Source: Australian Bureau of Statistics. Census of Population and Housing 2011.

Colac Otway shire's population increases considerably during the summer and school holiday periods. For the year ended December 2013 the Shire received 372,000 overnight visitors. Holiday or leisure was the largest purpose for the visits (>85%), followed by friend and family visits and business visits.

Domestic day trip travel to the Shire during the same period was 301,000 visitors. The Great Ocean Road seaside locations (Apollo Bay, Skenes Creek, Wye River / Separation Creek and Kennett River) along with the forests of the Otway National Park are traditionally the main areas of visitation. (Source: Data Insights Visitation Report, Dec 2013)

The resident population in Colac Otway Shire is forecast to grow to 25,120 by 2031 with the lower third of the Shire (Great Ocean Rd and Otway districts) expected to increase by 35% during this time.

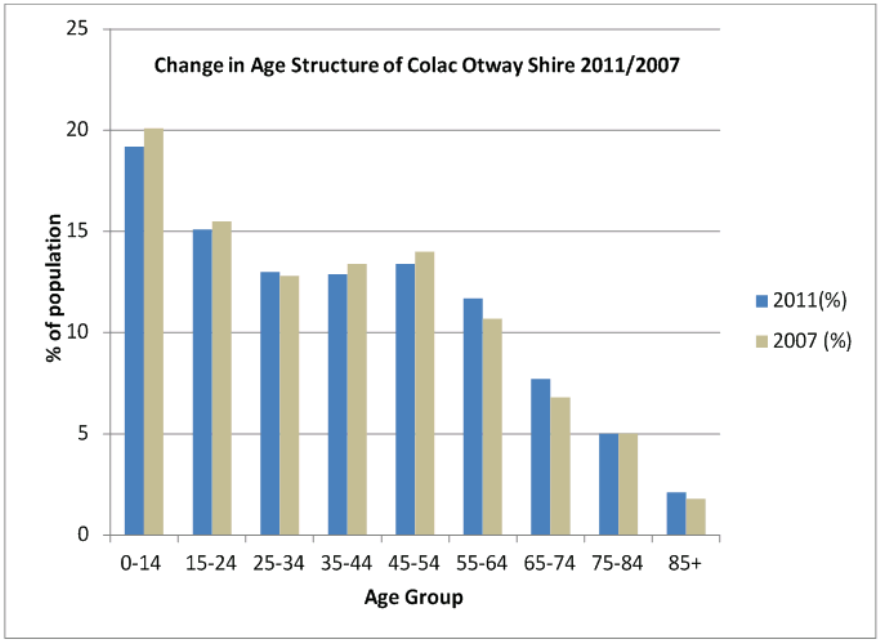
The following table and graph show the change in age structure of people in Colac Otway Shire between 2007 and 2011. It also shows that the median age of people in Colac Otway Shire in 2011 was 42 years, children aged 0-14 years made up 18.9% of the population and people aged 65 years and over made up 18.7% of the population a much higher figure than the Australian average of 14%.

Figure 7 - Age Structure for Colac Otway Shire 2011

Age	Colac-Otway (S)	%	Victoria	%	Australia	%
People						
0-4 years	1,239	6.1	344,733	6.4	1,421,050	6.6
5-9 years	1,276	6.3	326,121	6.1	1,351,921	6.3
10-14 years	1,340	6.6	327,939	6.1	1,371,054	6.4
15-19 years	1,348	6.6	345,339	6.5	1,405,798	6.5
20-24 years	1,031	5.1	375,108	7.0	1,460,673	6.8
25-29 years	1,003	4.9	388,669	7.3	1,513,236	7.0
30-34 years	983	4.8	372,214	7.0	1,453,775	6.8
35-39 years	1,193	5.9	383,415	7.2	1,520,138	7.1
40-44 years	1,335	6.6	391,197	7.3	1,542,879	7.2
45-49 years	1,421	7.0	372,367	7.0	1,504,142	7.0
50-54 years	1,462	7.2	354,110	6.6	1,447,404	6.7
55-59 years	1,497	7.4	317,438	5.9	1,297,244	6.0
60-64 years	1,424	7.0	293,812	5.5	1,206,116	5.6
65-69 years	1,104	5.4	224,911	4.2	919,319	4.3
70-74 years	870	4.3	177,316	3.3	708,090	3.3
75-79 years	685	3.4	140,338	2.6	545,263	2.5
80-84 years	593	2.9	114,020	2.1	436,936	2.0
85 years and over	544	2.7	104,995	2.0	402,681	1.9
Median age	42	--	37	--	37	--

Source: Australian Bureau of Statistics. Census of Population and Housing 2011.

Figure 8 - Change in Age Structure Colac Otway Shire 2011/2017



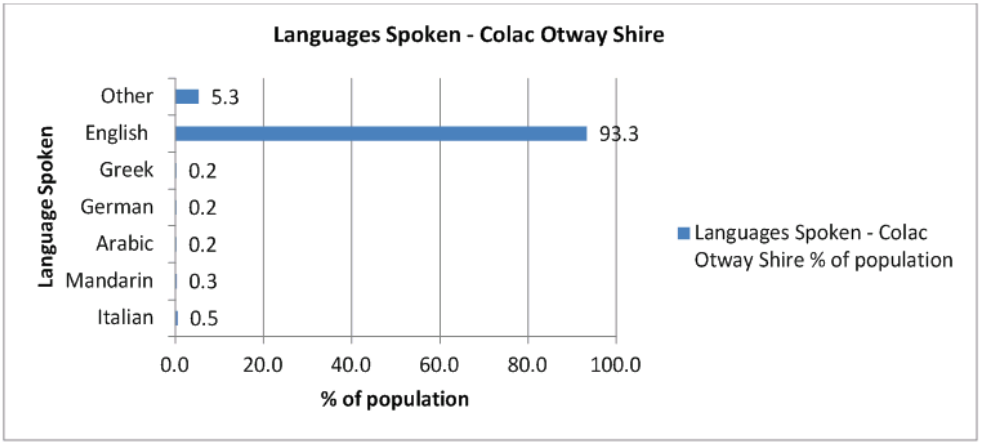
Source: Australian Bureau of Statistics. Census of Population and Housing 2011.

Figure 9 - Languages Spoken by Colac Otway Shire Residents

Language, top responses (other than English)	Colac-Otway (S)	%	Victoria	%	Australia	%
Italian	94	0.5	124,856	2.3	299,834	1.4
Mandarin	55	0.3	103,743	1.9	336,410	1.6
Arabic	44	0.2	68,437	1.3	287,174	1.3
German	40	0.2	20,083	0.4	80,371	0.4
Greek	35	0.2	116,802	2.2	252,217	1.2
English only spoken at home	18,983	93.3	3,874,861	72.4	16,509,291	76.8
Households where two or more languages are spoken	310	3.9	500,123	25.7	1,579,949	20.4

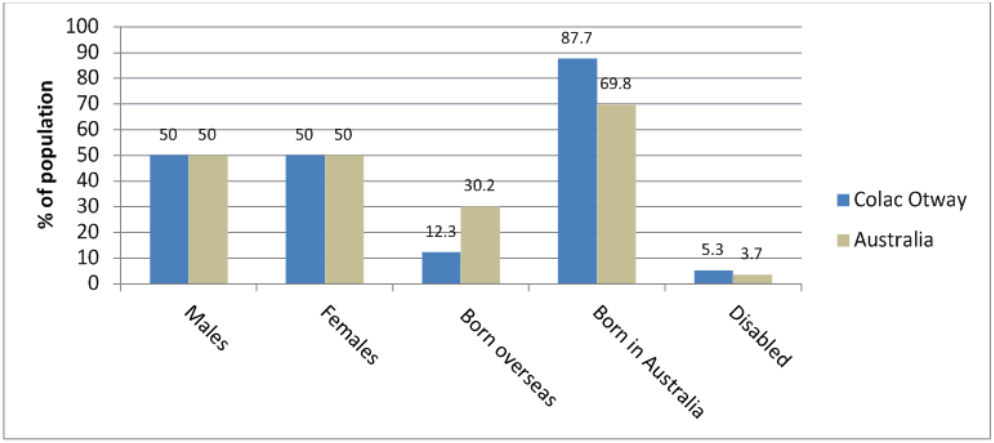
Source: Australian Bureau of Statistics. Census of Population and Housing 2011.

Figure 10 - Languages Spoken in Colac Otway Shire - % Population



Source: Australian Bureau of Statistics. Census of Population and Housing 2011

Figure 11 - Population breakdown comparison Colac Otway Shire/Australia



Source: Australian Bureau of Statistics. Census of Population and Housing 2011

2.5.1 Special Needs Groups

Community groups such as Senior Citizens, Adult Day Care Services, kindergarten, primary and secondary schools, Mobile Child Care Services, Residential Services including Aged Care, home based special medical needs, Intellectual and physical disability facilities all require special consideration during emergencies. These services are located throughout the Shire.

2.6 Vulnerable Persons

During an emergency or imminent threat of an emergency, special consideration must be given to the evacuation of vulnerable people in the community.
A vulnerable person is an individual who is socially isolated and without any other supports. Other factors that may be considered when assessing an individual's vulnerability include:

- Lives alone and has additional needs and/or lives with an individual with similar or greater level of additional needs.
- Physical dependence.
- Inability to make an independent decision due to cognitive or other impairment.
- Geographic isolation.

It is likely that more time, resources, support and assistance will be required to safely evacuate vulnerable people in the community and in facilities, such as hospitals, aged care facilities and educational facilities.

These facilities should have existing evacuation plans in place to undertake an evacuation if necessary. However, such plans must not rely on the availability of emergency service personnel to undertake the evacuation.

Some people living in the community may be unable to activate their own evacuation plan without support and a small number who do not have a personal support network will require assistance to safely evacuate.

The Departments of Health and Human Services, in conjunction with municipal councils, and other support agencies will provide tailored advice to vulnerable people. This advice will include the need to develop personal safety plans with an emphasis on leaving early and identification of appropriate support to do so.

The *Vulnerable Persons in Emergency Policy* (Nov 2012) has been jointly developed by the Department of Human Services and the Department of Health, to address key elements of *Recommendation 3* of *Victorian Bushfires Royal Commission Final Report* relating to vulnerable people, and associated recommendations.

2.6.1 Vulnerable Persons Register

Colac Otway Shire Council coordinates a local Vulnerable Persons Register as per Department of Human Services (DHS) guidelines. Council has identified vulnerable individuals across the municipality through Health and Community Care (HACC) services. A database of these individuals is maintained through the municipal council administered CrisisWorks (formerly MECC Central) emergency management system.

Funded agencies are responsible for entering and maintaining information for any of their clients who have been identified as vulnerable. The *Vulnerable Persons Registers* is accessible to authorised Victoria Police representatives, for consideration in planning and exercising, and for responding to emergencies.

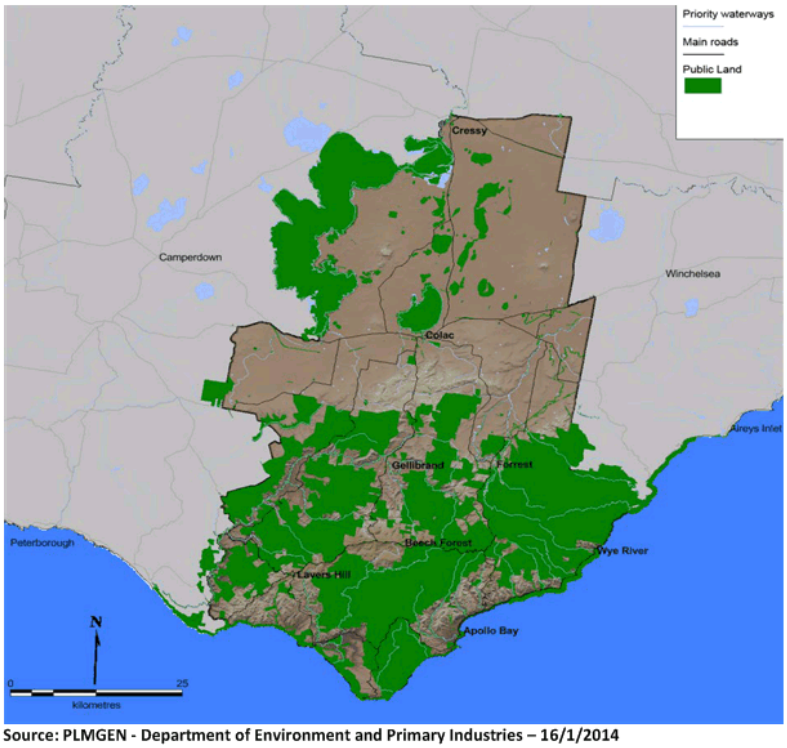
2.6.2 Facilities Register - Vulnerable People

Council maintains a register of facilities, where vulnerable people are likely to be found, for example, aged care facilities, hospitals, schools and childcare centres. This list is provided in Appendix 5 – Register of Facilities – Vulnerable People.

2.7 Maps

A set of maps detailing the area covered by this plan can be found at http://www.ubspatial.com.au/cos/ alternatively refer to Spatial Visions VICMAP Book South West Region for a complete coverage of Colac Otway Shire.

Figure 12 - Map Showing Public Land within Colac Otway Shire



Source: PLMGEN - Department of Environment and Primary Industries – 16/1/2014

To access the interoperable Colac Otway Shire WebGIS portal with up to date mapping information for public land within Colac Otway Shire. Click HERE

2.7.1 Access to GIS Mapping

Colac Otway shire uses a variety of GIS Mapping systems

i) MapInfo Pro and MapInfo Exponare for internal use
ii) Colac Otway Shire Interoperable WebGIS portal for internal and public use

Emergency management staff have received training and have full access to a combination of these systems. CrisisWorks, a WebGIS portal used by many other local government organisations, is the main mapping tool to be used in the Municipal Emergency Coordination Centre. An additional WebGIS product developed by DEPI and the CFA, eMAP will also be available for use in the Municipal Emergency Coordination Centre. Contact details for Councils GIS Coordinator are included in Appendix 1.

Figure 13 - Map of Geographic Area Covered by Colac Otway Shire

Source: TBD - Colac Otway Shire - Chris Cook 2004

2.8 History of Emergencies

History shows that the Shire is prone to fires both in the grasslands in the north and the forested areas throughout the south. From early in the century the Shire has suffered significant losses of life, property and livestock in the significant fires of 1919, 1939, 1944, 1977 and the Ash Wednesday Fire of 1983.

Bass Strait, which forms the southern boundary of the Shire, has a history of maritime disasters dating back to the settlement of Victoria. With improvements in maritime technology and navigation the risk of shipwreck has somewhat diminished although the potential for emergencies including oil spills at sea is ever present.

The extensive road network within the Shire includes the Hamilton Highway, Princes Highway and Great Ocean Road and many other roads that have increasing amount of tourist traffic. The risk of road accidents is ever present and occurs regularly.

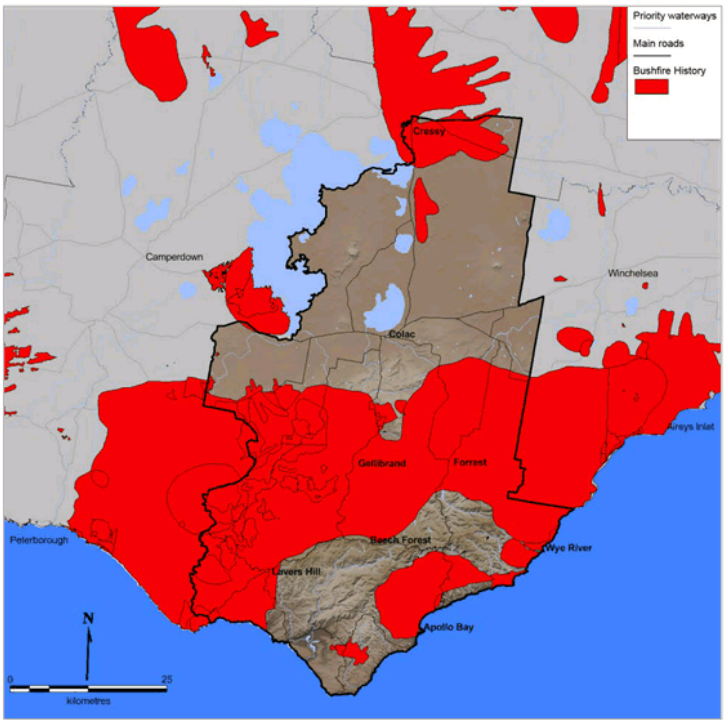
2.8.1 Major Fires in Colac Otway Shire

Figure 14 - Major Fire History for Colac Otway Shire

Date	Event
6 February 1851	Black Thursday: fires covered a quarter of Victoria, including country between Geelong and Ballarat.
4-5 January 1886	Major fires in the Otway Ranges, Colac and Heytesbury regions.
1914	Major fires in the Otway Ranges, Beech Forest and areas south of Colac.
1 February – 1 March 1919	Major fires in the Otway Ranges: three fatalities, many homes destroyed and large areas of forest burnt.
24 November 1919	Fires destroy 120,000 ha in the Otway Ranges and Grampians.
January-February 1932	Widespread fires including Beech Forest, Cape Otway & Benwerrin
13 January 1939	Black Friday: major fires recorded in the Otway Ranges and many other parts of Victoria.
14 January – 14 February 1944	Major fires across Western District: 15-20 fatalities.
16 January 1962	Fires in Otway Ranges: 2,024 ha. destroyed.
21 February 1965	Fires in Otway Ranges: 12,000 ha. destroyed.
23 November 1966	Fires in the Otway Ranges, Modewarre, Wurdale and Anglesea -15,000 ha. destroyed.
11 Jan 1968	Fire in South Colac - 810 ha. destroyed.
6 Feb 1968	Fire on north side of Lorne: 1215 ha. destroyed.
12 February 1977	Grass fires in Cressy destroy 42,000 ha. Three fatalities recorded, 10 homes lost and other buildings destroyed. Grass fires in Werneth destroyed the State School, tennis centre and a large number of outbuildings. Beeac fire destroyed 1500 ha.
16 February 1983	Ash Wednesday: Major fires originating at Deans Marsh result in 3 fatalities, the loss of approximately 41000 ha (mainly forest) and the destruction of 729 dwellings.
2 February 2001	Wingeel Plains Fires destroyed 2000 ha.
15 September 2002	Chapple Vale fire destroyed 786 ha.

Source: Colac Otway Fire Management Plan Version 9

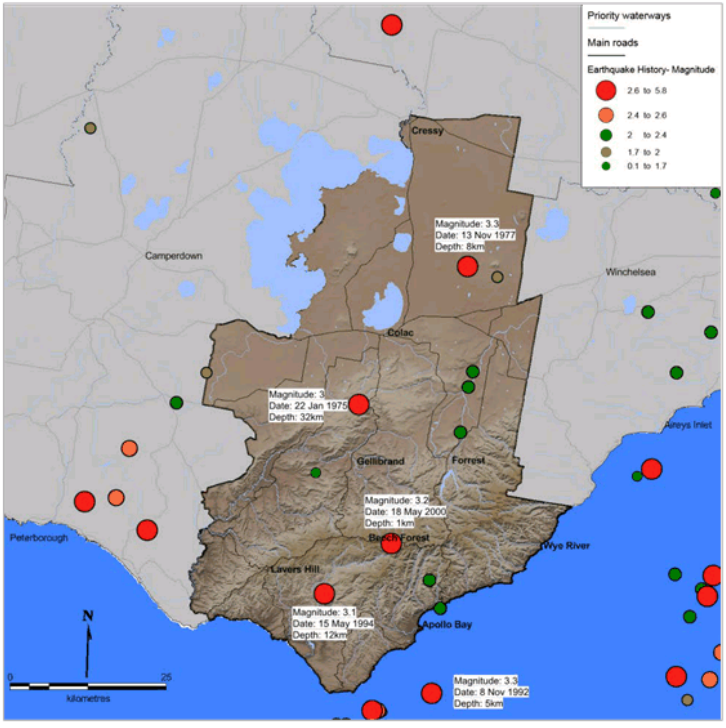
Figure 15 - Map Showing Bushfire History for Colac Otway Shire



Source: FIRE_HISTORY – Department of Environment and Primary Industries – 27/12/2013

To access the interoperable Colac Otway Shire WebGIS portal with up to date mapping information for bushfire history within Colac Otway Shire. Click HERE

Figure 16 - Map Showing Earthquake History for Colac Otway Shire



Source: Earthquake History – Geoscience Australia – 09/01/2013

To access the interoperable Colac Otway Shire WebGIS portal with up to date mapping information for earthquake history within Colac Otway Shire. Click HERE

PART 3 – PLANNING ARRANGEMENTS

3.1 Introduction

This section details the planning arrangements for the management of emergencies within the Colac Otway Shire. It identifies specific emergency management roles and responsibilities and the emergency management planning committee structure that oversees emergency management arrangements.

Many of the positions are requirements under the *Emergency Management Act 1986 and the Emergency Management Act 2013*; however the primary purpose of any position or arrangement is to meet the needs of emergency affected communities.

3.2 Municipal Emergency Management Functions

The *Emergency Management Act 1986, the Emergency Management Act 2013* and the *Local Government Act 1989*, identifies that councils play a critical role in Victoria's emergency management arrangements and systems.

Councils have emergency management responsibilities as they are the closest level of government to their communities and have access to specialised local knowledge about the environmental and demographic features of the municipality.

People will naturally seek help from their local council and emergency management agencies during emergencies and the recovery process.

The Colac Otway Shire Council is responsible for the management of municipal resources and the coordination of community support to counter the effects of an emergency during both the response to and recovery from emergencies. Emergency management responsibilities of Council include:

- The provision of emergency relief to combatants and affected persons during the response phase.
- The provision of supplementary supply (resources) to lead and relief agencies during response and recovery.
- Municipal assistance to agencies during the response to and recovery from emergencies.
- The assessment of the impact of the emergency.
- Recovery activities within the municipality, in consultation with Department of Human Services.

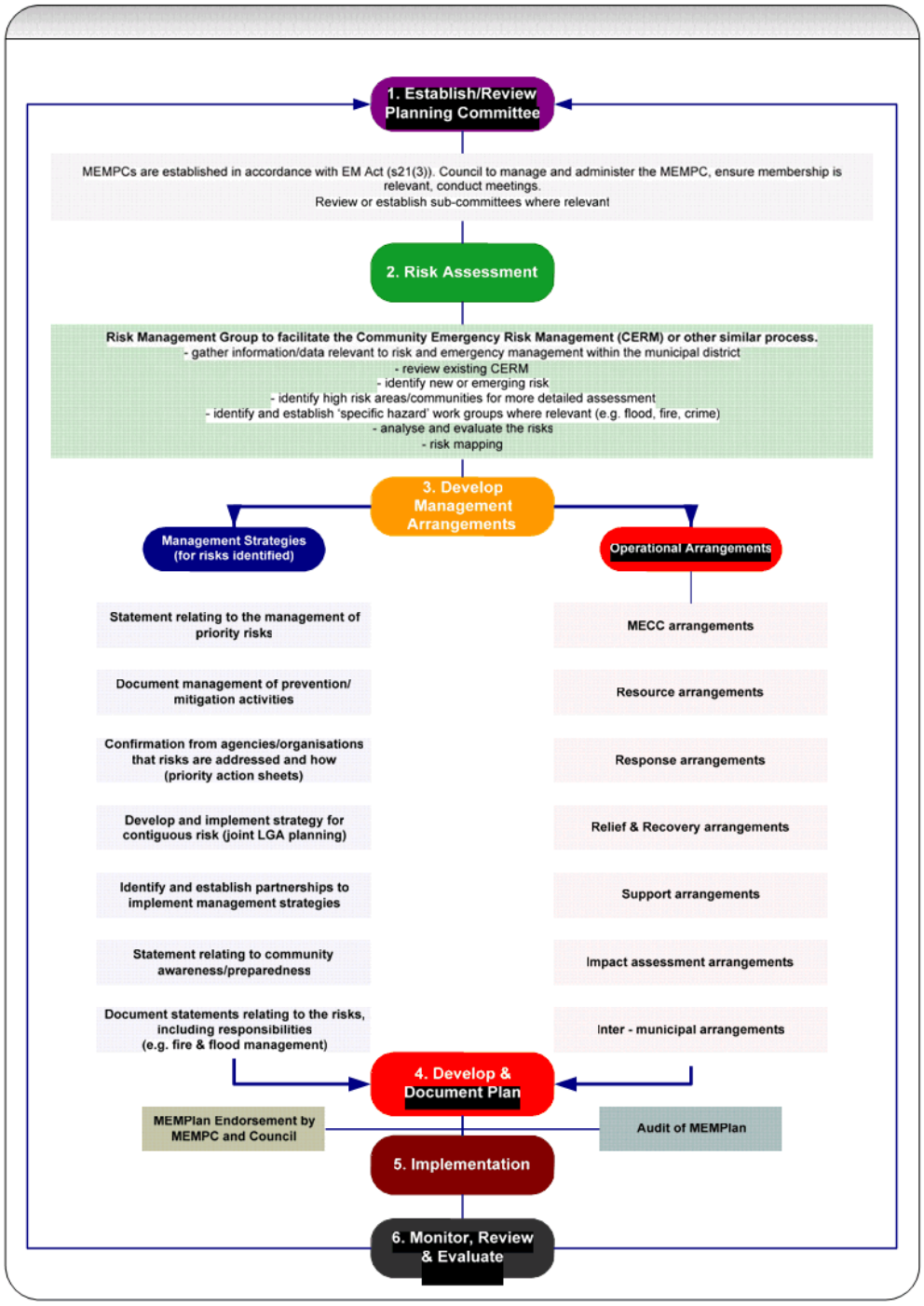
3.3 Victorian Arrangements

In Victoria, emergency management planning is conducted at three levels, State, regional and municipal. The State emergency management and planning committee structure is currently being updated in line with Victoria's Emergency Management Reform.

3.4 Emergency Management Planning Process

The emergency management planning process can be seen as a series of steps that results in the development, maintenance and refinement of an emergency management plan. The following diagram illustrates the continuous nature of the planning process in detail

Figure 17 – Detailed Municipal Emergency Management Planning Process



Source: Part 6 EMMV

3.5 Municipal Emergency Management Planning Committee

The Colac Otway Shire MEMPC has been established pursuant to *Sections 21(3).of* the *Emergency Management Act 1986 and the Emergency Management Act 2013.*

The MEMPC is one component of a broader structure that enables appropriate planning, response and recovery activities and arrangements at local and regional levels, with sub-committees and working groups who are responsible for planning for fire management, flood management, and relief and recovery.

Figure 18 shows the MEMPC committee structure and the vertical and horizontal links to other committees.

3.5.1 Role of the Municipal Emergency Management Planning Committee

It is not the MEMPC's role to manage emergencies. This is the responsibility of agencies and personnel identified under the Victorian State Response and Recovery Arrangements.

The MEMPC is required to prepare the Municipal Emergency Management Plan as per the Emergency Management Act 1986 and the Emergency Management Act 2013, Section 21(4), which documents response and recovery operational arrangements, and to ensure all the subjects listed in the plan outline are investigated and adequately provided for. The ongoing role of the committee is to:

- Develop and maintain the MEMP for consideration by Council.
- Review and update the MEMP annually, including review of risks and the Community Emergency Risk Assessment (CERA) as required.
- Arrange regular tests/exercises of MEMP.
- Assess and review hazards and risks facing the community.
- Call an out of session meeting following an emergency incident or change.
- When necessary, form specialist sub-committees or working groups of the MEMPC on subjects of major significance to the municipal district such as specific risks and related issues, with the view of reporting back to the MEMPC.
- Prepare risk specific response and recovery sub-plans for the municipal district.

The MEMPC does not have a direct role in the management of emergencies. The MEMPC is chaired by the Municipal Emergency Manager and the Executive Officer role is undertaken by Councils Municipal Emergency Management Coordinator.

3.5.2 MEMPC Terms of Reference

Terms of reference for the committee have been developed and are provided at Appendix 6 – MEMPC Terms of Reference

3.5.3 MEMPC Membership

The membership of the MEMPC consists of representatives of the following organisations:

- Victoria Police (VICPOL) – Municipal Emergency Response Coordinator (MERC) and Regional Emergency Management Inspector (REMI).
- Vitoria State Emergency Service (VICSES) – South West Region.
- Country Fire Authority (CFA) – District 6.
- Department of Human Services (DHS).
- Colac Otway Shire – MEM, MERO, MRM, MFPO and nominated Councillors.
- Ambulance Victoria (AV).
- Department of Environment and Primary Industries (DEPI).
- Powercor.
- Barwon Water.
- VicRoads – South West Region.

- Parks Victoria.

Representatives of other organisations may be co-opted to the MEMPC as required:

- Wannon Water.
- Colac Area Health.
- Red Cross.
- Telstra.
- Department of Transport.
- V/Line.
- Gas Authorities.
- Environment Protection Authority.

The MEMPC contact list is updated quarterly post MEMPC meetings by the Executive Officer of the MEMPC. Contact details are included in Appendix 3 – Municipal Emergency Planning Committee Members

Figure 18 - Colac Otway Shire Emergency Management Committee Structure

3.5.4 Frequency of Municipal Emergency Management Planning Committee Meetings

The MEMPC has determined that the committee shall meet at least four times each year. The meetings are held on the third Thursday in February, May, August and November of each year at Colac Otway Performing Arts Cultural Centre (COPACC), Rae Street, Colac.

Extraordinary meetings may be called by the MERO as required following a major emergency event, identification of a significant new risk, organisational change or legislative changes, EMMV reviews and or updates. A record of MEMPC meetings is provided at Appendix 7 – Meeting and Training Log

3.6 MEMPC Specialist Sub-Committees

The MEMPC Committee has four specialist sub-committees currently undertaking specific work.

1. Municipal Fire Management Planning Committee (MFMPC) – ToR **TRIM: D13/14125**

a. Responsible for development and review of the Municipal Fire Management Plan (MFMP).

2. Cross Council Relief and Recovery Sub-committee. ToR **TRIM: D12/59707**
   a. Responsible for the development of Relief and Recovery Plans that address:
      i. Roles and responsibilities of three councils.
      ii. Planning and preparedness.
      iii. Activation processes.
      iv. Support arrangements.

3. Events Sub-Committee ToR **TRIM: D13/41205**
   a. Responsible for reviewing the CFA/DEPI Event Management and Wildfire Trial Guidelines.
   b. Overseeing broader emergency management for events.

4. Community Emergency Risk Assessment (CERA) Working Group
   a. Responsible for the development and review of the CERA.

3.7 Emergency Management Group (EMG)

Colac Otway Shire convenes an internal Emergency Management Group (EMG) to manage day to day emergency management duties and promote emergency management within the organisation. This group meets fortnightly during the Declared Fire Danger Period and monthly throughout the rest of the year.

The EMG comprises:

- Municipal Emergency Manager (MEM).
- Municipal Emergency Resource Officer (MERO).
- Deputy MERO.
- Municipal Recovery Manager (MRM).
- Deputy MRM.
- Municipal Fire Prevention Officer (MFPO).

Other Council officers can be co-opted to the group as required. The EMG is chaired by the MEM.

3.8 Environment and Community Safety Unit

Council's Environment and Community Safety (E&CS) Unit has the role of ensuring appropriate prevention and preparedness mechanisms and processes are in place for emergency response, relief and recovery.

The E&CS Unit is integral to Council's capacity to establish a coordinated approach in identifying and mitigating risks, preventing, planning for, responding to, and recovering from an emergency.

The E&CS Unit sits within Council's Sustainable Planning and Development Unit and includes staff whose primary role is emergency management and community safety. These include the Manager for E&CS, the Municipal Emergency Management Coordinator, Municipal Fire Prevention Officer (MFPO) and Assistant MFPOs.

The E&CS Unit works closely with the Municipal Emergency Resource Officer (MERO), Municipal Recovery Manager (MRM), Municipal Emergency Response Coordinator (MERC), and key stakeholders to develop plans and prepare for emergency events.

3.9 Audit Requirements for the Plan

3.9.1 Purpose of the Audit

The audit process is designed to stimulate quality municipal emergency management planning in a positive, non-punitive way. It advises and supports Councils in their efforts to serve their communities.

3.9.2 Audit of the Plan

The plan is audited pursuant to *Section 21A* of the *Emergency Management Act 1986* by the Chief Officer, Victoria State Emergency Service every three years.

The MEMPC is responsible for ensuring the plan complies with the guidelines. The Act also requires that the auditor obtain comments on each municipal plan from the Regional Emergency Response Planning Committee and the Regional Recovery Committee.

3.9.3 Response to Audit

Under *Section 21A (3)* of the *Emergency Management Act*, each municipal council must respond in writing to an audit report within three months of receiving it. If the audit is qualified, Councils should indicate in their response how they intend to remedy any deficiencies.

3.10 Maintenance Review and Testing of the Plan

3.10.1 Authority

This Plan was developed by the Colac Otway Shire MEMPC, formed under the authority of the Colac Otway Shire Council, pursuant to *Part 4, Section 20* of the *Emergency Management Act 1986 and the Emergency Management Act 2013*.

Council adopts this Plan on the basis of endorsement provided by the MEMPC. This plan is administered by the Municipal Emergency Management Coordinator. All enquiries can be directed to:

Municipal Emergency Management Coordinator
Colac Otway Shire Council
PO Box 283
Colac VIC 3250

3.10.2 Review of the Plan

This plan will be reviewed annually or after an emergency where the plan has been utilised.

Organisations and departments delegated with responsibilities in the plan are required to notify the Municipal Emergency Resources Officer (MERO) of any required changes.

Council will check all contact numbers and names contained within the various parts of the plan biannually (every six months). The MERO and the Municipal Recovery Manager (MRM) will ensure that these bi-annual checks/updates are completed.

A major review will be undertaken by a working group made up of members of the MEMPC prior to the regulated audit of the plan (every three years). A major Community Emergency Risk Assessment review will coincide with the major plan review. This process is instrumental in identifying emergency risks that could impact on the Colac Otway Shire.

It is the responsibility of the Municipal Emergency Manager (MEM) to ensure that all facets of the Plan, including terminology, are updated on a regular basis. Minutes of meetings will be taken and kept on record.

The Municipal Emergency Management Coordinator will support the MEM in the role of MEMP caretaker. Any amendments will be produced and distributed by the Colac Otway Shire Council as required. Agencies as identified on the distribution list are required to acknowledge receipt of the amendments.

Amendments will be distributed via hardcopy or CD in the mail either as inserts into sections or as a complete document depending on the nature and number of the amendments undertaken. Amendment distributions to those organisations listed in the distribution list, as provided in Appendix 8 – MEMP Distribution List will be accompanied by a confirmation letter to be signed and returned by the recipient confirming that the amendment has been received and administered into their copy of the Plan.

A copy of this Plan will be lodged with the State Library of Victoria, as required under the *Victorian Libraries Act 1988*.

3.10.3 Testing and Exercising of the Plan

The MEMPC in conjunction with the Municipal Emergency Response Coordinator (MERC) is responsible for planning, implementing and conducting debriefs for test exercises. A record of training exercises is provided at Appendix 7 – Meeting and Training Log.

Training will be specific and tailored to the functions being undertaken. It is the responsibility of the Colac Otway Shire to coordinate the training of Council staff with emergency management roles.

Arrangements pertaining to this Plan are tested a minimum of once per annum, under the auspices of the Colac Otway Shire MEMPC. Any procedural anomalies or shortfalls encountered during the exercises, tests or assessments are addressed and rectified at the earliest opportunity.

3.11 Planning Across Boundaries

Planning for both response and recovery at the regional level is required because many emergencies traverse municipal boundaries, and because many services provided by State government agencies are administered and delivered at a regional level.

At a local level, communication of identified risks across municipally boundaries take place through provision of MEMP plans to municipalities that border Colac Otway Shire. Every opportunity is taken to include bordering shires with fire management planning and MEMP relief and recovery exercises and to make contact with those municipalities if new risks are identified that may impact them.

Neighbouring Councils

Surf Coast Shire	5236 0600	www.surfcoast.vic.gov.au
Corangamite Shire	5593 7100	www.corangamite.vic.gov.au
Golden Plains Shire	5220 7111	www.goldenplains.vic.gov.au

PART 4 – PREVENTION/MITIGATION ARRANGEMENTS

4.1 Introduction

Emergency Risk Management is a process which aims to reduce risks within a community. This can be done by identifying the risks that a community faces, assessing the vulnerability of the community to those risks and providing options to reduce or eliminate the risks.

Emergencies of some kind or another occur every day within a municipality. The aim of emergency risk management is to promote public safety and reduce the impact of these emergencies.

The Colac Otway Shire MEMPC developed the Community Emergency Risk Management Workbook in 2000 and maintained this in accordance with the EMMV Part 6. A hazard analysis and risk assessment of perceived threats to the municipality was conducted. The process resulted in a risk register, which identifies risks, has an analysis and evaluation of the risks, and shows risk treatments. The community was involved via a process of communication and consultation.

As at May 2014 the Community Emergency Risk Assessment (CERA) process has commenced and will be completed with guidance from Victoria Emergency Service (VicSES).

4.2 Community Emergency Risk Assessment

4.2.1 Introduction

A key element of Councils role in emergency prevention and mitigation relates to the identification of potential and man-made hazards within the municipality and plans for their mitigation and management. The principal mechanism for undertaking this hazard identification is through the CERA process.

The Community Emergency Risk Assessment, developed by VicSES, provides the MEMPC with a framework for considering and improving the safety and resilience of the community from hazards and emergencies.

The CERA approach aims to understand the likely impacts of a range of emergency scenarios upon community assets, values and functions. As such, CERA provides an opportunity for multiple community impacts and consequences to be considered enabling collaborative risk treatment plans and emergency preparedness measures to be described.

The outputs of the assessment process can be used to inform emergency management planning, introduce risk action plans and ensure that communities are aware of and better informed about hazards and the associated emergency risks that may affect them.

4.2.2 Aim

The CERA process is designed to systematically identify hazards, determine risks and prioritise actions to reduce the likelihood and effects of an emergency.

4.2.3 Background

The CERA process had evolved from the Community Emergency Risk Management (CERM) process. The CERM process has been used in the development of previous iterations of the Colac Otway Municipal Emergency Management Plans. CERA is consistent with *ISO 3100:2009 Risk Management Principles and Guidelines*. It has been developed to align to the *National Emergency Risk Assessment Guidelines* (NERAG). Further information can be found at http://ses.vic.gov.au/

The Colac Otway Shire MEMPC is currently in a transitioning phase from the CERM to the CERA and this section of the MEMP and Appendix 7 – Community Emergency Risk Assessment Plan will be updated accordingly once the transition is complete.

4.2.4 Development of Colac Otway Shire CERA

The CERA process comprises a five step framework which includes Risk Assessment and Risk Treatment and has replaced the Community Emergency Risk Management (CERM) Plan.

The CERA process underpins the MEMP by providing a mechanism for the identification of hazards, the determination of risk associated with those hazards and how those risks are to be managed. The CERA process aims to reduce the incidence and impact of risks within the Colac Otway Shire community by identifying the risks that the community may face, assessing the vulnerability of those at risk and providing options, treatments and/or elimination of the risks.

It is acknowledged that some risks will span municipal boundaries. In these instances treatments will be developed in collaboration with adjoining municipalities.

Step 1 – Establish the Content

- Establish the objectives of the CERA process.
- Define how CERA will benefit and respond to the needs of community, regional and state level stakeholders.
- Define the approach and identify key participants.
- Define the risk assessment criteria that will be used.
- Develop a municipal profile.

Step 2 – Identify Emergency Risks

- Through primary and secondary sources, identify and review the universe of potential emergency risks.
- Based upon historical data, loss events and other relevant analysis (VFRR, etc) select a short list of risks for further assessment relative to the municipality.

Step 3 – Analyse Emergency Risks

- Estimate ratings of consequence, likelihood and mitigation/preparedness for each risk.
- For each risk – determine high-level changes required, if any, in collaborations with other municipalities and state-level agencies.
- For each relevant share attribute group, facility and/or location – estimate the level of action, if any, relative to emergency risks.

Step 4 – Evaluate Emergency Risks

- Review the preliminary analysis to determine the extent of actions to be taken relative to risks and/or shared attribute groups.
- Determine if further, in depth analysis is required for certain risks and/or shared attribute groups.
- Determine best approach, resources and participants required to develop specific actions relative to each risk.

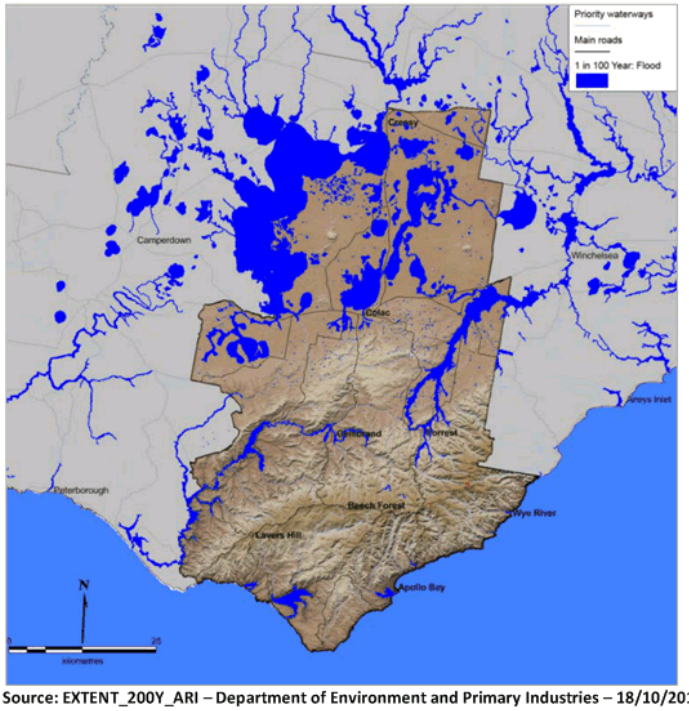
Step 5 – Treat Emergency Risks

- Determine specific actions for improving controls and preparedness, generally.
- Define specific actions to enhance collaboration with other communities and/or state level agencies.
- Determine specific actions to better control/mitigate the risk and related impacts, particularly across shared attribute groups.
- Leverage the results of the CERA to inform your MEM Plan and other related documents/processes.

Given the combination of the municipality's geomorphology, history of natural disasters and the socio-demographic trends in its communities, the Colac Otway shire municipality potentially

faces significant issues in the event of a natural or man-made disaster. The following maps provide a pictorial view of some of the risks faced by Colac Otway shire.

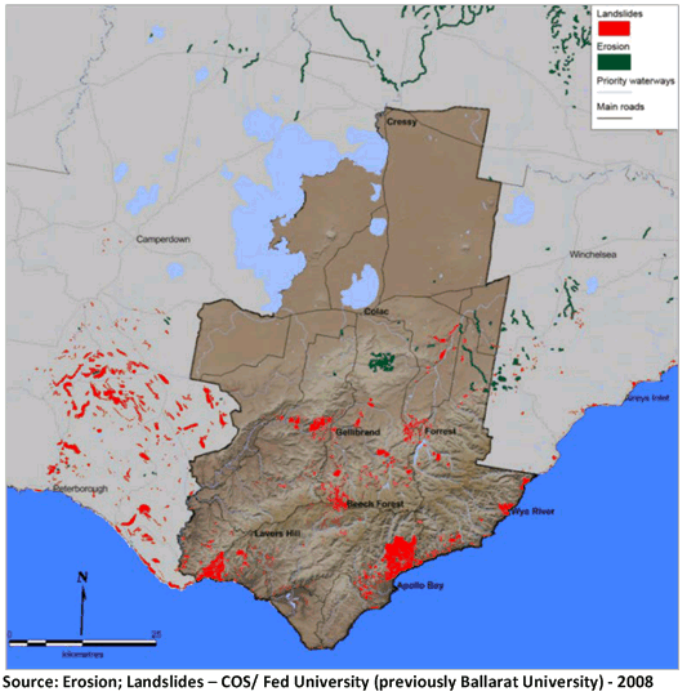
Figure 19 – Priority Waterways and 1 in 100 Year Flood Mapping



Source: EXTENT_200Y_ARI – Department of Environment and Primary Industries – 18/10/2013

To access the interoperable Colac Otway Shire WebGIS portal with up to date mapping information for 1 in 100 year flooding within Colac Otway Shire.
Click HERE

Figure 20 – Identified Landslide and Erosion Potential



Source: Erosion; Landslides – COS/ Fed University (previously Ballarat University) - 2008

To access the interoperable Colac Otway Shire WebGIS portal with up to date mapping information for erosion and landslide history within Colac Otway Shire.
Click HERE

Residual risk ratings for identified hazards are listed in the table below:

Figure 21 - CERA hazard residual risk rating table

Colac-Otway Shire Council			
0 January 1900			
Code	Risk	Ratings Confidenc	Residual Risk Rating
BF-L	Bushfire - large, regional	Select	High
Te-O1	Fire - (Residential / Industrial)	Select	High
Te-MP	Marine Pollution	Select	Medium
LS	Landslip	Select	Medium
N-O1	Severe Weather	Select	Medium
N-O3	Drought	Select	High
SF-BU	Structural Failure - Building	Select	High
Te-O3	Hazourdous Materials (spill / Lea	Select	Medium
N-O2	Flooding	Select	Medium
SS	Storm Surge	Select	Medium
Te-O2	Air Pollution	Select	Medium
EQ	Earthquake	Select	High
BO	Bombing / Explosion	Select	High
T-O1	Transport Accident	Select	High
ET-HV	Extreme Temperatures - Heatwav	Select	Medium
I-O1	Infrastructure Failure	Select	Medium
SF-D	Structural Failure - Dam	Select	Medium
HE	Human Epidemic / Pandemic	Select	High
		Select	
		Select	

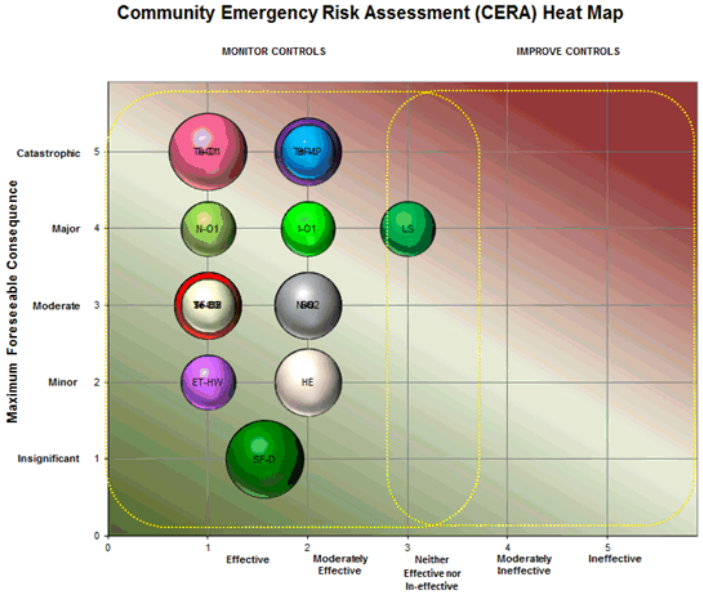
Note: Size of bubble reflects level of residual likelihood

Source: CERA Assessment for Colac Otway Shire

A risk treatment schedule and plan is contained in the Community Emergency Risk Assessment. This schedule and plan is provided in Appendix 9 – Community Emergency Risk Assessment-

The progress of implemented treatment options is monitored by the MEMPC through reports provided by the MERO at the MEMPC meetings.

Figure 22 – CERA heat map



Source: CERA Assessment for Colac Otway Shire

4.2.5 Monitoring and Review

The emergency risk management process is subject to minor reviews annually in June and will undergo a major review at least once every three years, between audits. The progress of implemented treatment options is monitored by the MEMPC through reports provided by the MERO and responsible agencies at MEMPC meetings and through the annual risk assessment process.

The cyclic review of the risk management process will result in a report provided to the MEMPC at its August meeting, identifying any adjustments required and will also be used by the committee to identify if any amendments or updates are required to the MEMP.

This process will be administered by the Executive Officer and if required, an updated draft plan will be presented to the MEMPC at the November meeting for endorsement.

Once the CERA is complete the MEMPC will make the output of the CERA process available on the Colac Otway Shire website for feedback and review from the community.

4.3 Hazard, Exposure, Vulnerability and Resilience

4.3.1 Hazard

A hazard can be defined as a dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

The hazards of concern to disaster risk reduction are of natural origin and related environmental and technological hazards and risks. Such hazards arise from a variety of geological, meteorological, hydrological, oceanic, biological, and technological sources, sometimes acting in combination. In technical settings, hazards are described quantitatively by the likely frequency of occurrence of different intensities for different areas, as determined from historical data or scientific analysis.

This MEMP, informed by the Community Emergency Risk Assessment, includes identified hazards which would lead to sources of risks in the Colac Otway Shire. Risk statements are generated to establish a credible relationship between a source of risk and an element of risk. An overview of this information is provided in Appendix 9 – Community Emergency Risk Assessment- and detailed information is included in the CERA document held by the MEMPC Executive Officer.

4.3.2 Exposure

Exposure refers to people, property, systems, or other elements present in hazard zones that are thereby subject to potential losses.

While the literature and common usage often mistakenly combine exposure and vulnerability, they are distinct. Exposure is a necessary, but not sufficient, determinant of risk. It is possible to be exposed but not vulnerable (for example by living in a floodplain but having sufficient means to modify building structure and behaviour to mitigate potential loss). However, to be vulnerable to an extreme event, it is necessary to also be exposed.

4.3.3 Vulnerability

Vulnerability refers to the characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard.

There are many aspects of vulnerability, arising from various physical, social, economic, and environmental factors. Examples may include poor design and construction of buildings, inadequate protection of assets, lack of public information and awareness, limited official

recognition of risks and preparedness measures, and disregard for wise environmental management. Vulnerability varies significantly within a community and over time.

4.3.4 Resilience

Resilience can be defined as the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions

4.4 Prevention

Prevention of emergencies includes a range of activities that require the allocation of resources (human and financial) and multi-agency support to ensure a coordinated and well planned approach to hazard mitigation and risk reduction.

Prevention takes many forms, including legislation, risk mitigation activities, programs and plans. Much of this work is integrated within everyday business and activities of services, agencies and the community.

Colac Otway Shire and key agencies develop and implement a range of plans and initiatives that ensure appropriate prevention/mitigation activities are conducted regularly. The following list are examples of plans and activities developed and implemented by Council and other agencies:

- Municipal Fire Prevention Plan.
- Municipal Fire Management Plan.
- Annual Fire Prevention Program.
- Public Health and Wellbeing Plan.
- Department of Environment and Primary Industries Fire Operations Plan.

4.5 Preparedness

Preparedness for emergencies includes a range of activities that require the allocation of resources (human and financial) and the support of agencies to ensure a coordinated and well planned approach.

Preparedness takes many forms, including planning, training, exercising, purchase of infrastructure and the development and implementation of programs. Whilst much of this work is integrated within the everyday business and activities of Council and agencies, community preparedness is an important component.

Colac Otway Shire, and key agencies develop and implement a range of plans and initiatives that ensure they, and the community are appropriately prepared for emergencies. The following are examples of plans and activities developed and implemented by Council and other agencies:

- Exercises and training.
- Community Information Guides.
- Municipal Relief and Recovery Plan.
- Municipal Neighbourhood Safer Places Plan (MNSPP).

4.6 Community Education

Community education is a vital component of prevention and preparedness. The development of relevant and appropriate community education resources and activities empower the community and enhance their resilience through being well informed and therefore equipped emotionally and physically for an emergency. Resilient communities are well prepared, better able to respond to an emergency, and therefore better able to recover from the impacts of an emergency.

Colac Otway Shire together with emergency management services/agencies actively engage the community through a range of mechanisms including community programs and projects, media releases, advertisements, Councils website and Service Networks.

The Colac Otway Shire Council website and social media tools will play a critical role in communicating with the broader community. In the event of an emergency, the Council website www.colacotway.vic.gov.au and Facebook page could be used to communicate information on the following:

- Council services.
- Emergency Management Planning.
- Current event information.
- Neighbourhood Safer Places.
- Public health.
- Municipal Emergency Management Plan.
- Community Emergency risk Assessment.
- Fire Prevention.
- Business Continuity.
- Recovery Activities
- Planned meetings and activities.

The Colac Otway Shire has developed a Community Engagement Policy which will provide direction for engagement with the community pre, during and post emergency events. **(TRIM: D12/20796)**

PART 5 – RESPONSE ARRANGEMENTS

5.1 Introduction

The *Emergency Management Manual Victoria (EMMV)* defines Emergency Response as responding to emergencies and their effects by using resources effectively and providing immediate rescue and relief services.

The State Emergency Response Plan (included in the EMMV) details the response management arrangements for Victoria. Those arrangements are applicable at all levels, State, Regional and municipal. Included in the arrangements are definitions of Command, Control and Coordination, the identification of Control and Support Agencies for specific emergencies and the role of local government.

Responses to an emergency situation generally follow accepted procedures and involve a number of activation phases. This section details Colac Otway Shire's arrangements for response to an emergency.

5.2 Command Control and Coordination

Victoria bases its emergency response arrangement on the management functions of control, command and coordination, broadly described as follows:

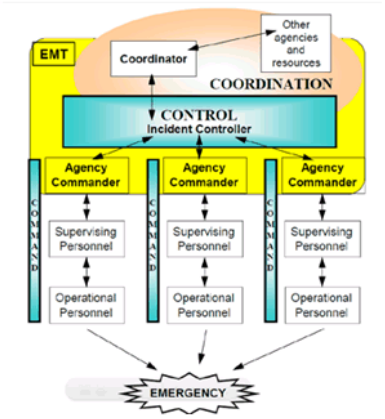
- Control - the overall direction of response activities in an emergency, operating horizontally across agencies.
- Command - the internal direction of personnel and resources of an agency, operating vertically within the agency.
- Coordination - the bringing together of agencies and resources to ensure effective response to and recovery from emergencies.

The control function is responsible for emergency response activities and the command and coordination functions provide support to those performing the control function. These functions are illustrated in the following figure.

Additionally, in order to meet the objectives of emergency management in Victoria, those performing the control, command and coordination functions need to ensure:

- The consequences of the emergency are managed; and
- There is communication that meets the information needs of communities, Government, agencies and business.

Figure 23 – Emergency Response Management Arrangements at an Incident.



Source: Part 3 EMMV

5.3 Emergency Management Commissioner (EMC)

5.3.1 Primary functions of the EMC

Section 32 of the EM Act 2013 lists the primary functions of the Emergency Management Commissioner (EMC).

The EMC functions include accountability for ensuring the response to emergencies in Victoria is systematic and coordinated.

Section 33 of the EM Act 2013 gives the EMC the power to do all things that are necessary or convenient to be done for or in connection with, the performance of the functions of the EMC.

5.3.2 The emergency response function of the EMC

The EMC will lead the response to major emergencies in Victoria, ensuring that the control, command, coordination, consequence management, communication and recovery functions are integrated and effective. Further information on the role and functions of the EMC can be found in Part 23 of the EMMV.

5.4 Control and the Principals of Control

Control is the overall direction of response activities in an emergency. Authority for control is established in legislation or in an emergency response plan, and carries with it the responsibility for tasking other agencies in accordance with the needs of the situation. Control relates to emergency situations/incidents and operates horizontally across agencies. The following principles of control include the following:

- Depending on the scale of the emergency, a controller may be appointed for each tier of emergency response, i.e. incident, regional and state.
- For each incident there is one incident controller, regardless of the number of agencies involved.
- The process for appointing controllers varies according to the type and scale of the emergency, as detailed in the EM Act 2013.
- A controller appointed to a tier of emergency response exercises the control function at that tier.
- A controller acts in accordance with any directions from the controller at the higher tier in accordance with the control structure.
- At their respective tier, controllers are responsible for providing direction to all agencies deployed in an emergency response.
- During the course of the emergency response the controller may change depending upon the circumstances handover of control must be formal in nature and the details of the transfer recorded.

5.4.1 Incident Controller

The Incident Controller's responsibilities are to:

- Carry out the directions of the Regional Controller.
- Take charge and provide leadership for the resolution of the incident, including directing support agency commanders.
- Establish a control structure to suit the circumstances.
- Ensure timely issue of warnings and information to the community.
- Identify current and emerging risks, or threats, and implement proactive response strategies.
- Lead multi agency planning and develop and implement an incident action plan (including objectives and strategies to manage the incident).
- Establish and manage the Incident Management Team, if required.

- Establish the Emergency Management Team, if required.
- Oversee the operational functioning of the Incident Control Centre, if operating.
- Ensure the timely flow of information to the:
  - Regional Controller
  - control and support agencies
  - Municipal Emergency Response Coordinator
  - Municipal Recovery Manager/Regional Recovery Coordinator
  - other stakeholder agencies.
- Continually assess the performance of the emergency response against the incident action plan.
- Request appropriate resources for subordinates to achieve tasks, or adapt tasks according to available resources.
- Initiate Initial Impact Assessment and activate relief arrangements where necessary.
- Apply the EMC operational standards and incident management procedures.

5.4.2 Incident Emergency Management Team (IEMT)

If two or more agencies respond to an incident, the Incident Controller should form and chair an Incident Emergency Management Team (IEMT).

If the Incident Controller is unable to attend or there are several disparate emergencies within the municipality, the MERC (or representative) should form and chair the IEMT.
The EMT usually comprises:

- Controller.
- Support agency commanders (or their representatives).
- Health commander (functional commander of supporting health agencies).
- Recovery manager.
- Emergency response coordinator (or representative).
- Other specialist persons as required.
- Local government.

The IEMT considers the efficacy of potential control strategies. The Incident Controller will task support agency or functional commanders to implement a strategy or to provide resources in support of these strategies. Support agency commanders then implement the allocated strategy through their respective command structures, and report back to the incident controller as to the success or otherwise of the strategy.

The Incident Controller includes the strategies and the actions of all agencies in the incident action plan. The effective operation of an IEMT relies heavily upon communication between agencies. The importance of an effective IEMT to the successful management of an emergency cannot be overstated.

5.4.3 Control and Support Agencies

The Control and Support Agencies, and their roles and functions, for the Colac Otway Shire are in accordance with the arrangements within Part 7 of the EMMV. A summary of these are provided at Appendix 10 - Control Agencies for Response and Appendix 11 – Support Agencies for Response

5.5 Coordination

Emergency response coordination involves the bringing together of agencies and resources to ensure an effective response to emergencies.
The main functions of emergency response coordination are to:

- Ensure effective control has been established and maintained in response to an emergency.

- Ensure effective information sharing.
- Systematically acquire and allocate resources in accordance with the requirements imposed by emergencies.

Emergency response coordination operates throughout the management of response, including during provision of immediate relief, and during the transition to recovery activities.

5.6 Colac Otway Shire Coordination Committees

5.6.1 Municipal Emergency Management Coordination Group

The Municipal Emergency Management Coordination Group (EMCG), is the municipal decision making group with responsibility for the overall coordination of municipal resources for use in an emergency. This group consists of the MERC, MERO and MRM. The EMCG will be activated by the MERC if the scale of the emergency event is sufficient.

5.6.2 Senior Municipal Emergency Management Team

The Senior Municipal Emergency Management Team (SMEMT), will convene when the scale of an emergency calls for a significant effort in organising municipal functions or resources detailed in this Plan. The team will be convened by the EMCG and may consist of the following:

- MERO
- MRM
- MERC
- MEM
- MEMC
- Planning Officer
- Media and Public Relations Officer
- Logistics Officer
- MECC Facility Manager
- Control Agency Representative
- Emergency Operations Officers
- Others co-opted as required.

Given that this Committee will more than likely convene during larger scale emergencies, consideration will be given to deputies in the MECC.

5.7 Municipal Emergency Coordination Roles

This section summarises the roles carried out by key municipal emergency personnel. A number of Council staff have emergency management responsibilities stipulated in their Position Description and have associated delegations to fulfil these particular roles. Role Statements have been developed for following key municipal emergency roles and connected to individual officers.

5.7.1 Municipal Emergency Manager

Colac Otway Shire acknowledges that support, endorsement and involvement from senior management are essential to implement effective emergency management strategies. Subsequently the Shire has appointed a member of the Executive as the MEM to oversee community safety generally and the MEMP in particular.

The MEM is responsible to the Chief Executive Officer for the effective management of the Council's emergency management activities.

Council has identified the General Manager, Sustainable Planning and Development to the position of MEM. There is no appointed Deputy. MEMPC members will be notified of any change in the appointment of the MEM.

MEM roles and responsibilities include:

- Ensure the MEMP is effective and current.
- Ensure the municipal resources are utilised effectively in a community emergency for response and recovery activities.
- Coordinate the emergency activities of, and liaise closely with the MERO, MRM and MFPO.
- Ensure that the MECC can be activated at short notice in the event of an emergency.
- Arrange meetings of the MEMPC or the EMG as appropriate in an emergency.
- Maintain effective liaison with all Regional, State or Federal emergency related agencies servicing the municipality.
- Ensure that an effective contact base is maintained so that municipal resources can be accessed on a 24 hour basis.
- Ensure contractual arrangements with contractors to provide response or recovery support during an emergency are agreed to and documented in advance of such events.
- Ensure appropriate operating procedures and processes are developed, documented and tested by those required to use them during an emergency and that suitable training takes place.
- Ensure appropriate procedures, processes and systems are in place to record and monitor any Council expenditure specifically applicable to an emergency.
- Ensure that applications for expenditures eligible for assistance from State resources are submitted to appropriate agencies.
- Ensure that debriefing sessions are held for any response and recovery operation after an emergency to examine the effectiveness of the MEMP and upgrade it as necessary.
- Keep the Council and Chief Executive Officer informed on emergency management activities including the presentation of an annual report on activities that includes expenditure incurred by Council during the previous 12 months.

5.7.2 Municipal Emergency Resource Officer

The MERO is responsible for the activation, deployment and coordination of municipal resources in response to emergency situations.

Council has appointed the Manager Cosworks to the position of MERO and the Business Coordinator Cosworks and Municipal Emergency Management Coordinator as deputies. This role is a statutory appointment under the *Emergency Management Act 1986 and the Emergency Management Act 2013*. MEMPC members will be notified of any change in the appointment of the MERO.

MERO roles and responsibilities include:

- Coordinate municipal resources in emergency response.
- Provide municipal resources when requested by emergency services or police during response activities.
- Maintain effective liaison with emergency agencies within or servicing the municipal district.
- Maintain an effective contact base so municipal resources can be accessed on a 24 hour basis.
- Keep the MECC prepared to ensure prompt activation if needed.
- Liaise with the MEM and MRM on the best use of municipal resources.
- Organise a response debrief if requested by the MERC.

- Ensure procedures and systems are in place to monitor and record expenditure by the Council in relation to emergencies.
- Perform other duties as determined.

5.7.3 Municipal Recovery Manager

The MRM is primarily responsible for the coordination of municipal and community resources during relief and recovery operations. The MRM works closely with the MERO and other agencies to integrate relief and recovery efforts.

Council has appointed the Manager Health and Community Services to the position of MRM and the Manager Environment and Community Safety as the deputy. MEMPC members will be notified of any change in the appointment of the MRM.

MRM roles and responsibilities include:

- Coordinate municipal and community resources for relief and recovery.
- Assist with collating and evaluating information gathered during the post-impact assessment process.
- Establish priorities for the restoration of community services and needs.
- Liaise with the MEM and MERO on the best use of municipal resources.
- Establish a Relief Centre as directed by the MERC or MERO.
- Establish a Recovery Centre at a location appropriate to the affected area.
- Liaise, consult and negotiate with recovery agencies and council on behalf of the affected area and community recovery committees.
- Liaise with the Regional Recovery Committee and the Department of Human Services.
- Maintain vulnerable persons/locations/facilities list.
- Undertake specific relief and recovery activities as determined.

5.7.4 Deputy MERC, MERO and MRM

In the event of the MERC, MERO and MRM being required to undertake other functions such as planning, attending meetings or briefing sessions, Deputy MERCs, MEROs and MRMs will be required to undertake the roles of MERC, MERO and MRM within the MECC. Deputy MEROs and/or MRMs may also be required to fulfil other functions, for example, attend community information sessions, assist operational officers or undertake inspections of ERCs.

5.7.5 Municipal Fire Prevention Officer

This role is a statutory appointment under the *Country Fire Authority Act 1958, Section 96A*. Council has appointed a MFPO and assistants. The primary role of the MFPO is to ensure Council's obligations under the *Country Fire Authority Act 1958* are met.

The MFPO roles and responsibilities include:

- Manage the Municipal Fire Management Planning Committee (MFMPC).
- Review Council's fire prevention planning and plans together with the MFMPC.
- Liaise with fire services, brigades, other authorities and councils regarding fire prevention planning and implementation.
- Advise and assist the MEMPC on fire prevention and related matters.
- Report to Council on fire prevention and related matters.
- Carry out statutory tasks related to fire prevention notices and infringement notices.
- Investigate and act on complaints regarding potential fire hazards.
- Advise, assist and make recommendations to the general public on fire prevention and related matters.
- Issue permits to burn (under section 38 of the *Country Fire Authority Act 1958*).

5.7.6 MECC Facility Manager

The MECC Facility Manager has responsibility for ensuring all systems relating to the running of the MECC are operating in a manner that is conducive to supporting emergency response, relief and recovery efforts.

5.8 Other Emergency Response Coordination Roles

Victoria Police has the responsibility under the *Emergency Management Act 1986 and the Emergency Management Act 2013* for emergency response coordination at municipal, regional and state levels for most emergencies. Emergency response coordinators are responsible for ensuring the coordination of the activities of agencies having roles and responsibility in response to emergencies, with the exception of emergencies involving defence force vessels and aircraft.

5.8.1 Regional Emergency Response Coordinator

The member of Victoria Police appointed as an emergency response coordinator for each Victorian Government region is known as a Regional Emergency Response Coordinator (RERC). The RERC may from time to time appoint deputies.

The RERC or his/her representative may chair the Regional Emergency Response Planning Committee. Details of this committee are set out in Part 5 of the EMMV. The RERC will communicate with the EMC through the Senior Police Liaison Officer.
The role of the RERC is to:

- Coordinate resources or services within the emergency response region, having regard to the provisions of section 56(2) of the EM Act 2013.
- Monitor control arrangements for emergencies across the region to ensure they are effective.
- Where necessary, ensure the Regional Controller has formed and is chairing the Regional Emergency Management Team (REMT) or, where there are multiple disparate emergencies in the Region, form and chair the REMT.
- Source resources and services requested by the Municipal Emergency Response Coordinators and escalate requests unable to be fulfilled by the region to the EMC through the Senior Police Liaison Officer.
- In the event of uncertainty, determine which agency is to perform its statutory response role within a region, where more than one agency is empowered to perform that role.
- Ensure the Regional Controller is developing a regional strategic plan for the management of the emergencies within the region.
- Ensure the Regional Recovery Coordinator has been notified of the emergency.
- Monitor the provision of warnings and information to affected communities.
- Consider registration of persons evacuated or otherwise affected across the region.
- Monitor the provision of relief across the region.
- Monitor the need to declare an emergency area.
- Provide the Senior Police Liaison Officer with information or advice on issues relating the control, command and coordination of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery.

5.8.2 Municipal Emergency Response Coordinator

The member of Victoria Police appointed as an emergency response coordinator for each municipal district is known as a Municipal Emergency Response Coordinator (MERC).

The MERC sits on the Municipal Emergency Management Planning Committee.

The MERC will communicate with the EMC through the RERC (and subsequently the Senior Police Liaison Officer). The role of the MERC is to:

- Ensure that the appropriate control and support agencies are in attendance - or have been notified by the controller and are responding to an emergency.
- In the event of uncertainty, determine which agency is to perform its statutory response role, where more than one agency is empowered to perform that role.
- Ensure the Incident Controller has formed and is chairing an Incident Emergency Management Team (IEMT) or, if the Incident Controller is unable to attend or there are several disparate emergencies within the municipality, form and chair an IEMT.
- Arrange for the provision of resources requested by control and support agencies and escalate unfulfilled requests to the RERC.
- Advise the RERC of emergencies that have the potential to require supplementary resources from outside the municipal district. ensure timely warnings and information are provided to the community and support agencies by the control agency.
- Ensure the Incident Controller has developed and issued an incident action plan (including objectives and strategies for managing the incident).
- Ensure the Municipal Emergency Resource Officer is advised of the emergency, is available to provide access to municipal resources if required and is receiving information as appropriate.
- Attend, or arrange delegate to attend the Municipal Emergency Coordination Centre, if activated consider registration of persons evacuated or otherwise affected across the municipality.
- Consider the provision of relief to evacuees and agency personnel where necessary and advise the Municipal Recovery Manager of requirements.
- Consider the need for declaration of an emergency area.
- Ensure the municipal recovery manager has been notified by the incident controller of the emergency.
- Provide the RERC with information or advice on issues relating the control, command and coordination of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery.
- The appointed MERC in Colac Otway Shire is the Officer in Charge of the Colac Police Station.

5.9 Municipal Emergency Response Arrangements

Municipal emergency response is coordinated from the Municipal Emergency Coordination Centre (MECC) and is supported by Emergency Relief Centres (ERC), with relevant Colac Otway Shire Council personnel and support agency representatives in attendance. The primary role of these facilities is to provide a coordinated approach to the provision of resources and emergency relief and recovery activities during an emergency event.

5.9.1 Municipal Emergency Coordination Centre (MECC)

Provision of the MECC functions may in the first instance be conducted remotely. In the event of an emergency the MERC may request activation of the MECC.

The primary role of the MECC is to coordinate the provision of human and material resources within the Municipality during emergencies. It will also maintain an overall view of the operational activities within this Plan's area of responsibility, for recording, planning and debrief purposes. The MECC may also become operational during support operations to a neighbouring Municipality.

Administrative staff for the MECC will be drawn from Municipal employees, and in the event that the scale of an emergency requires the MECC to be open for a protracted period of time,

staff from other municipalities will be utilised via the Municipal Association Victoria's (**MAV**) Inter Council Resource Sharing Protocols and MOUs with neighbouring municipalities. The MECC can only be activated at the request of the MERC in consultation with the MERO and /or MRM.

A MECC Operations Plan has been developed. The plan provides detailed instructions in relation to the establishment and operation of the MECC, including MECC schematic, MECC structure chart and SOPs. Hard copies are held by the MEM, MERO, Deputy MERO, MRM and Deputy MRM and a locked electronic version is contained within Councils TRIM system. The TRIM reference number can be found in Appendix 1 – MEMP Sub Plans, Related Procedures and Operating Guidelines.

Colac Otway Shire's primary MECC is located at the Colac Otway Performing Arts and Culture Centre:

Meeting Rooms 1 and 2
Colac Otway Performing Arts and Cultural Centre
Corner of Gellibrand and Rae Street
Colac VIC 3250

5.9.2 Agency attendance and staffing at the MECC

It is the responsibility of the MERC in conjunction with the Control Agency to determine which agencies are to attend the MECC. Once determined, the MERC/District Emergency Response Coordinator shall notify these agencies and request that Emergency Management Liaison Officers attend the MECC.

It is the responsibility of Colac Otway Shire Council's MERO to ensure that the MECC is setup and adequately staffed with administrative support. The MECC (Facility) Manager or their nominee shall coordinate administrative support for the MECC.

5.9.3 Emergency Management Liaison Officer (EMLO) responsibilities

The primary role of an agency EMLO is to provide communication between the MECC and their own agency/organisation. Once an EMLO has been notified by the MERC that their attendance is required at the MECC, it is recommended that the EMLO:

- Attend the MECC as soon as possible.
- Notify their own organisation that their attendance has been requested.
- Have the necessary seniority/delegated authority and ability to make commitments on behalf of their agency/organisation.
- Relay tasks allocated to their organisation from the MECC and/or relay requests from their organisation/Operations Centre into the MECC.
- Have a sound understanding of the principles of emergency management.
- Have a sound understanding of the organisation/agency they are representing in the MECC.
- Come to the MECC adequately prepared.
- Be able to provide advice to the MECC on resources.
- Maintain regular contact with their own organisation.
- Preferably, be familiar with the operation of a MECC and the systems/procedures used within the MECC.

5.10 Scale of Emergency Coordination

The following levels of emergency coordination illustrate the components that **might be** activated in the event of small, medium or large scale emergencies. They also aim to create a more appropriate response determined by the scale of the emergency.

The activation of each level is dependent upon the scale of the emergency and is determined by the Emergency Management Coordination Group (MERC, MERO and MRM).

These levels consider the span of control where up to five reporting individuals or groups is considered to be desirable, as this maintains the supervisor's ability to effectively task, monitor and evaluate performance.

5.10.1 Small Scale Emergency (less than 24 hour impact)

A small scale emergency is considered to be one that can be resolved through the use of local or initial response resources. The MECC might not necessarily be activated with the MERC and MERO in close communication at all times. Consequently the MERC and MERO will undertake the planning and logistics functions concurrently. They will also monitor the emergency and its impact on the area, and the community, also other elements and variables that might lead to a higher level of activation.

5.10.2 Medium Scale Emergency (more than 24 hours)

A medium scale emergency is considered more complex in size, resources and/or risk. The MECC will be activated with the function being the deployment of resources beyond initial response and a multi-agency representation in the MECC and ERC(s). The emergency may potentially require forward planning to address response issues, and for recovery during the response phase.

5.10.3 Large Scale Emergency (multiple days' impact)

A large scale emergency is an incident characterised by the level of complexity that requires the activation and establishment of the MECC plus ERC(s) and possibly an Emergency Call Centre. This level of emergency will require forward planning as the emergency continues and will specifically require recovery planning during the early stages of the response phase of the emergency.

5.11 Phases of Activation

Response arrangements should be implemented at the earliest possible opportunity if the effects of emergencies are to be minimised and for this reason several phases of activation have been accepted.

5.11.1 Alert

Upon receipt of warning or information that an emergency may occur or affect the relevant area of responsibility, the organisation must be alerted to ensure its readiness to act if called upon. Some of the activities that should be considered in this phase are:

- Warnings for key personnel.
- Testing of communications arrangements.
- Establishing flow of information between municipality and Control/Support Agencies.

5.11.2 Standby

As the threat, or the effect of the emergency, becomes imminent, members of the relevant organisation or sections are placed on standby, thus being ready to move immediately they are required. Some of the activities that should be considered in this phase are:

- Staffing of respective emergency centres.
- Preparing equipment and personnel for immediate action.
- Identifying assembly areas.

5.11.3 Action

This is the operational phase of the emergency when combating and support agencies are committed to contain or control the emergency. Some operations may necessitate moving to the "Action phase" immediately without the "Alert" and "Standby" phases being implemented. For this reason, it is mandatory that all organisations having a role in this Plan be in a state of preparedness at all times. Some of the activities that should be considered in this phase are:

- Mobilisation of personnel/equipment as requested.
- Production of records on a regular basis for higher authorities.
- Deployment of additional resources as required.
- Registration of volunteer workers.

5.11.4 Stand Down

Once "Alert", "Standby" and/or "Action" have been implemented and objectives met, the MERC must declare a "Stand Down". After consultation with the Control Agency and any other relevant agency, and when the MERO is satisfied that the response to the emergency has been completed, the MERC will advise all participating agencies of 'Stand Down'.

5.12 Phases of Activation for a Bushfire

The following phases of response activation for the Colac Otway Shire are in alignment with the Fire Danger Rating Scale and Warning Index. These phases of activation aim to minimise the impact of wildfires by ensuring that appropriate resources are ready for activation in a timely manner in the event of a wildfire.

Figure 24 - Phases of Activation for a Bushfire

FIRE DANGER RATING	Fire Danger Index	Phase of Activation	Colac Otway Shire Staff – Availability
Code Red	100+	**Action**	MECC is setup MERO & MRM, ERC Staff and support staff, resources in readiness and operating in the MECC within 20 minutes
Extreme	75 to 100	**Standby**	MERO on duty and able to set up MECC within 1 hour
Severe	50 to 75	**Alert**	MERO able to set up MECC within 2 hours
Very High	25 to 50	**Normal**	MERO able to set up MECC within 2 hours when FDI is forecast over 35
High	12 to 25	**Normal**	Normal Preparedness arrangements
Low-Moderate	0 to 12	**Normal**	Normal Preparedness arrangements

Source: Colac Otway Shire

5.13 Briefings

All briefings conducted at the MECC and ERCs will use the 'Situation Mission Execution Administration Communications Safety' (SMEACS) briefing template. This will provide consistency with emergency services and ensure accuracy of information from receipt of a request, to personnel who implement the request. SMEACS also provides the mechanism for safe work practices and the safety of personnel who are performing tasks and activities in the emergency affected area.

5.13.1 Post Emergency Debriefing Arrangements

A debrief is undertaken as soon as is practical after an emergency. It is the responsibility of the MERC to convene the meeting and all Council personnel and agencies who participated should

be represented with a view to assessing the adequacy of the MEMP and to recommend changes. The meetings to assess the adequacy of the MEMP should be chaired by the Emergency Management Planning Committee (MEMPC) Chairperson.

An additional debrief may be conducted for the Recovery Team to cover specific relief and recovery issues. This will be convened by the MRM and will be in addition to debriefs conducted by the MERC and MEMPC.

5.14 Communications

Victoria Police has the delegated responsibility for communications. This is in accordance with the EMMV which identifies the Victoria Police as the primary support agency for communications.

All agencies having a role in these arrangements are responsible for the provision of their own communications systems during emergencies. Any agency requiring communications will put their request to the MERC.

During an emergency effective communication between the MECC, emergency services and emergency relief centres (if required) is vital. For detailed arrangements refer to the Emergency Relief Centre Standard Operation Guidelines. The TRIM reference number can be found in Appendix 1 – MEMP Sub Plans, Related Procedures and Operating Guidelines

In most instances Council will be the first point of contact. The demand for information will dictate what level of resourcing is required. If deemed appropriate, a community call centre will be established to facilitate the delivery of accurate and important information, reducing the demand on Council's normal customer services and relieving pressure on the MECC.

5.14.1 Telephone Communications

Telecommunication network providers will be the initial and primary means of communication in the event of an emergency and should be utilised to capacity where possible. When identifying locations for use as Emergency Coordination Centres, Assembly Areas and Emergency Relief Centres, consideration should be given to the communications facilities already in place at that location.

Additional telephones can be provided by Telstra, upon request to the MERC, who will, in turn, submit such requests to the Regional Emergency Response Coordinator for action. All costs, related to such installations, are the responsibility of the requesting organisation. The DISPLAN and internal telephone systems will be the primary means of communications for the MECC. Mobile phones and/or handheld radios may be used by field staff.

5.14.2 Additional Communication Resources

The following organisations have communications facilities and resources which may be available in an emergency:

- Telstra.
- Department of Environment and Primary Industries.
- Victoria Police.
- CFA.

Council operates a two way radio system. This consists of a base station at the Colac depot and vehicle mounted radios.

5:14.3 Supplementary Support

The Wireless Institute of Australia Civil Engineering Network (WICEN) is an organisation consisting mainly of Amateur Radio enthusiasts who provide communications to emergency response agencies in times of need.

WICEN is a non-government volunteer-based organisation. It operates under the respective State Disaster Plans within each of Australia's States and Territories. In Victoria, WICEN is listed as an emergency response unit under the emergency response plan and may be able to provide additional emergency communications facilities. Activation is through the Regional Emergency Response Coordinator. For further information refer to http://www.vic.wicen.org.au/.

5.15 Community Awareness Information and Warnings

It is important to ensure that public information and warnings are maintained at an optimum level for specific circumstances where community action is necessary, primarily to protect lives, and also for the protection of property and the environment.

The Control Agency has the responsibility to issue warnings to potentially affected communities and other agencies. Warnings and the release of other public information should be authorised by the Incident Controller prior to dissemination. Where an extreme or imminent threat to life exists, and authorisation from the Incident Controller is not practical in the circumstances, warnings may be issued by any response agency personnel.

Any information released by Colac Otway Shire Council during the response phase is the responsibility of the Control Agency in conjunction with the MERC. Any information released by Council must be approved by the MERO (General Information) or the Chief Executive Officer / Senior Management (Policy/Financial/Political matters). Assistance for preparing and disseminating information will be provided by Council's Media & Public Relations Officer in the MECC.

Council's website and social media tools will play a critical role in communicating with the broader community. In the event of an emergency, the Council website, www.colacotway.vic.gov.au and Facebook page may be used to communicate information on the following Council services:

- Current Event Information.
- Public Health.
- Emergency Management Planning.
- Neighbourhood Safer Places Plan.
- Fire Prevention.

5.15.1 Community Information

The provision of information to the broader community, including those attending an ERC, is vitally important to help them understand what is happening, and to assist them to make informed decisions during the crisis.

Typically, the type of information provided relates to identifying the signs of and coping with, stress, health matters, where and how to access financial assistance, where to access general emotional/psychosocial support and other information relating to the specifics of the emergency.

5.15.2 Emergency Warning Systems

Emergency warning systems aim to warn individuals and communities in the event of a major emergency. However, individuals and communities need to be mindful that they should still prepare themselves in case of an emergency.

The Control Agency has the responsibility for issuing warnings to potentially affected communities, and other agencies. Where this is not practical, the Incident Controller must notify the Emergency Response Coordinator, who in turn will facilitate the issue of warnings.

Once a decision has been made to issue an alert message, the emergency services organisations will determine which method to use (i.e. television, radio or internet) and determine whether a telephone alert needs to be issued.

5.15.3 Emergency Alert

Emergency Alert is the national telephone warning system. It is one of a number of alternative methods emergency service organisations such as police, fire and state emergency services, can use to warn a community of likely or actual emergencies.

Emergency Alert is not used in all circumstances. Whether an emergency services organisation decides to issue telephone warnings through Emergency Alert will depend on the nature of the incident. The warning system sends voice messages to landline telephones and text messages to mobile telephones within a specific area defined by the emergency service organisation issuing the warning message, about likely or actual emergencies such as fire, flood, or extreme weather events.

Agencies have been instructed in the use of Emergency Alert and the Incident Controller has access to the website to enable the distribution of warnings.

5.15.4 Standard Emergency Warning Signal

The Standard Emergency Warning Signal (SEWS) is an electronic warning signal, to be used in assisting the delivery of public warnings and messages for major emergencies. It is designed to:

- Alert listeners/viewers of radio/television that an official emergency announcement is about to be made concerning an actual or potential emergency which has the potential to affect them.
- Alert the community at large, via a public address system, that an important official emergency announcement is about to be broadcast.

The use of SEWS must be authorised.

The guidelines for the use of the Standard Emergency Warning Signal are in Part 8 Appendix 14 of the EMMV.

5.15.5 Community Alert Sirens

Community alert sirens are fixed sirens, including community sirens and CFA sirens, used to alert a community of an emergency that may directly affect that community. All fixed CFA sirens have two purposes, each indicated by the duration of the siren sounding:

- Alerting fire brigade members to attend emergency calls (duration no longer than 90 seconds); and
- Alerting communities to seek information about a threat (duration at least five minutes).

The community alert siren 'message' is for community members to seek information from other sources about the threat. The guidelines for the use of community alert sirens are detailed in Policy and Guidelines, Use of Sirens for Brigade and Community Alerting – referenced in Part 8 Appendix 10 of the EMMV. Additional information about community Alert Sirens can be found at Emergency Management Victoria

5.15.6 Information Resources

The following functions are an essential part of these arrangements and should be utilised if and when required:

- Council's Media & Public Relations Officer in the MECC; and
- Police Media Liaison.

If an emergency requires concurrent media response through radio, television and newspaper outlets, the Police Media Liaison Section may be contacted through the MERC.

5.15.7 CALD communities

Special consideration needs to be given to warning disabled and non-English speaking groups. In the case where information and/or communication is required with persons unable to speak English, an interpreter service such as the Telephone Interpreter Service may be able to assist.

5.16 Evacuation

Evacuation is a strategy to remove people from the threat of the impact of an emergency. It involves the planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return.

Primary responsibilities for evacuation are held by the control agency and Victoria Police. Evacuation is a risk management strategy which may be used as a means of mitigating the effects of an emergency on a community. It involves the movement of people to a safer location and the returning them at an appropriate time. For evacuation to be effective it must be appropriately planned and implemented.

As with all emergency response activities, the main priority when deciding to undertake an evacuation is protection of life. Evacuation is a scalable activity in that it may be applied to individuals, a house, a street, a large facility (i.e. school or hospital), a suburb, a town or a large area of the State. (Further information on evacuation can be found in Part 3 of the EMMV).

5.16.1 Evacuation of Vulnerable People

During an emergency or imminent threat of an emergency, special consideration must be given to evacuation of vulnerable people in the community.

In particular, it is likely that more time, resources, support and assistance will be required to evacuate vulnerable people from facilities, such as hospitals, aged care facilities, educational facilities and prisons, to evacuate safely.

These facilities should have existing evacuation plans in place to appropriately plan for and undertake an evacuation. However, such plans cannot rely on the availability of emergency service personnel to undertake the evacuation. Further information on considerations for vulnerable people can be found in the *Evacuation Guidelines*, Part 8 Appendix 9 of the EMMV.

5.17 Shelter Options

The State's revised Bushfire Safety Policy refers to 'shelter in place' within its eleven principles to "guide the development and implementation of strategies and initiatives to enhance the safety of people from bushfires". The Policy states: "Bushfire safety involves effective planning and preparation prior to a fire, making informed decisions during the event, and having access to a range of safety options, in particular places to shelter from the effects of the fire."

With the review of the Bushfire Safety Policy Framework, attention has been given to formalising and integrating a range of options in the development of a bushfire survival options triptych (leave early, well prepared, last resort) and the development of a Shelter Options Hierarchy.

The hierarchy rates options from the low to higher risk options:

- Leaving Early;
- Private Bushfire Shelters (bunkers);
- Community Fire Refuges;
- Defending a well prepared property;
- Neighbourhood Safer Places – Places of Last Resort (NSP-PLR),
- Gathering at informal places;
- Defending an ill prepared property; and
- Leaving late.

Extensive education campaigns and programs have been conducted for many years on bushfire planning and preparation targeted to residents – despite this, research consistently shows that a large majority of people do not have a comprehensive plan and will 'wait and see' what the situation is before acting. Consequently people may undertake risky options such as leaving late or defending an ill-prepared property.

5.17.1 Community Fire Refuges – (Bushfire only)

A community fire refuge is a designated building open to the public that can provide short-term shelter from the immediate life-threatening effects of a bushfire event. Community fire refuges are one of a number of contingency shelter options contained in Victoria's Bushfire Safety Policy Framework which places paramount important on the protection of life and the safety of the individual.

Community fire refuges should be considered in the context of all of the survival options available to a community in a high bushfire risk area. Leaving early on high-risk days is always the safest option.

There are currently no Community Fire Refuges in Colac Otway Shire.

5.17.2 Neighbourhood Safer Places - Places of Last Resort

"A Neighbourhood Safer Place is a space that:

- *Is a place of last resort for individuals to access and shelter in during the passage of fire through their neighbourhood - without the need to take a high risk journey beyond their neighbourhood;*
- *is a place provides a level of protection from the immediate life threatening effects of a bushfire (direct flame contact and radiant heat);*
- *is intended to provided relative safety;*
- *does not guarantee the survival of those who assemble there; and*
- *should only be accessed when personal bushfire survival plans cannot be implemented or have failed".*

Neighbourhood Safer Places (NSP) are identified in the Colac Otway Fire Management Plan and meet guidelines issued by the Country Fire Authority and the criteria in the Colac Otway Shire Neighbourhood Safer Places Plan.

Locations are clearly identifiable with agreed signage and information. NSPs within the Colac Otway Shire have been identified and assessed by the CFA. A list of designated NSPs is provided in Appendix 14 – Designated Neighbourhood Safer Places

All processes, relating to Neighbourhood Safer Places, including maintenance, audit and informing the community of the location of NSP-PLRs are detailed in the Colac Otway Shire Neighbourhood Safer Places Plan.

5.18 Resource Sharing

Colac Otway Shire Council is a signatory to the Inter-Council Emergency Management Resource Sharing Protocol **(TRIM: D13/19440)**. The purpose of this protocol is to provide an agreed position between councils for the provision of inter-council assistance for response and recovery activities during an emergency. This protocol details the process for initiating requests for resources from another council and identifies associated operational and administrative requirements.

This protocol applies to requests for human resources, equipment and/or facilities in relation to response or recovery activities associated with an emergency. Duties undertaken by Council staff seconded to another council for assisting with response and recovery operations should be within the scope of Councils' emergency management responsibilities as set out in Part 6 of the EMMV.

Resources can be requested at any time during an emergency including the recovery stages. Requests for assistance may be initiated by the CEO (or person acting in this role) or by any person nominated by the CEO at the receiving council. Requests should be directed to the CEO, or any person nominated by the CEO, at the assisting council. It is noted that in many cases the person nominated by the CEO will be the MERO at both the assisting and receiving council. Such requests may be verbal or in writing, however verbal requests must be confirmed in writing as soon as is practicable and in most cases will be logged at the Municipal Emergency Coordination Centre.

Requests for assistance should include the following information:

- A description of the emergency for which assistance is needed.
- The number and type of personnel, equipment and/or facilities (resources) required.
- An estimate of time as to how long the resources will be required.
- The location and time for the staging of the resources and a point of contact at that location.

The Municipal Emergency Response Coordinator or Regional Emergency Response Coordinator should be contacted before the resources are moved. Requests for resources should be logged in the Municipal Emergency Coordination Centre. It is anticipated that a requesting council will initially seek assistance from surrounding councils. This will reduce travel times and expenses for assisting councils to respond and return.

5.18.1 Local Resource Sharing Arrangements

Colac Otway Shire and stakeholder agencies have existing planning relationships across the following adjoining municipalities:

- Corangamite Shire.
- Surf Coast Shire.
- Golden Plains Shire.

Colac Otway Shire has joined Corangamite Shire and Surf Coast Shire to establish a collaboration known as the Otway District Relief and Recovery Collaboration.

A Memorandum of Understanding (MoU) exists between the three councils, the prime purpose which is to enhance the capability and capacity of the signatory councils to request extra resources for emergency relief and recovery services from each other, to the maximum extent practicable, in the event of an emergency **(TRIM: D14/23091)**.

5.19 Financial Arrangements and Responsibilities

Financial accounting for municipal resources utilised in emergencies must be authorised by the MERO or the MRM, and be in accordance with the normal financial arrangements of Colac Otway Shire Council. An account number for emergencies has been allocated and a work order number will be created for each emergency.

In all instances, the requesting agency should make appropriate arrangements for delivery and will be responsible for all costs incurred.

Requests for resources should be provided in hard copy and include the name and position of the person requesting the resources with comprehensive details of the task to be completed.

5.19.1 Municipal Councils

Councils are expected to use their own labour and equipment in an emergency situation within the municipal district. Where equipment and/or personnel are sourced from contractors, the municipal council is responsible for paying contractors.

Extraordinary expenditure incurred, (e.g. for overtime, or equipment hire used in emergency protection works, or restoration of publicly owned assets) may qualify for reimbursement by the Department of Treasury and Finance (according to a sharing formula), from the Natural Disaster Relief Trust Account. (Refer EMMV Part 8 Appendix 1).

Refer Municipal Association of Victoria's *A Council Guide to Financial Management in Emergencies.*

5.19.2 Other Agencies

Control Agencies are responsible for all costs involved in responding to an emergency. State agencies involved in emergency response and recovery activities, as part of their normal activities will initially fund them from within their budgets, including supplies (e.g. catering) purchased from contractors or volunteer agencies. For major emergencies some funding supplementation may be required.

5.19.3 Financial donations

Colac Otway Shire Council is accountable for any monies donated as a result of an emergency event, and will implement systems to receive and account for all such donations.

5.19.4 Private Organisations

Private organisations meet their own expenses incurred in emergency activities.

5.19.5 Financial reimbursement

In accordance with the Commonwealth Natural Disaster Relief and Recovery Arrangements and in line with the Victorian guidelines, the Department of Treasury and Finance provide financial assistance to relevant Government agencies and to municipal councils for specified types of eligible natural disaster expenditure including, emergency protection works and restoration of municipal assets. Depending on the magnitude of the emergency, some government financial assistance may be available for prevention, response and recovery activities.

Further information and claim form may be found via the Department of Treasury and Finance website

5.19.6 Voluntary Agencies

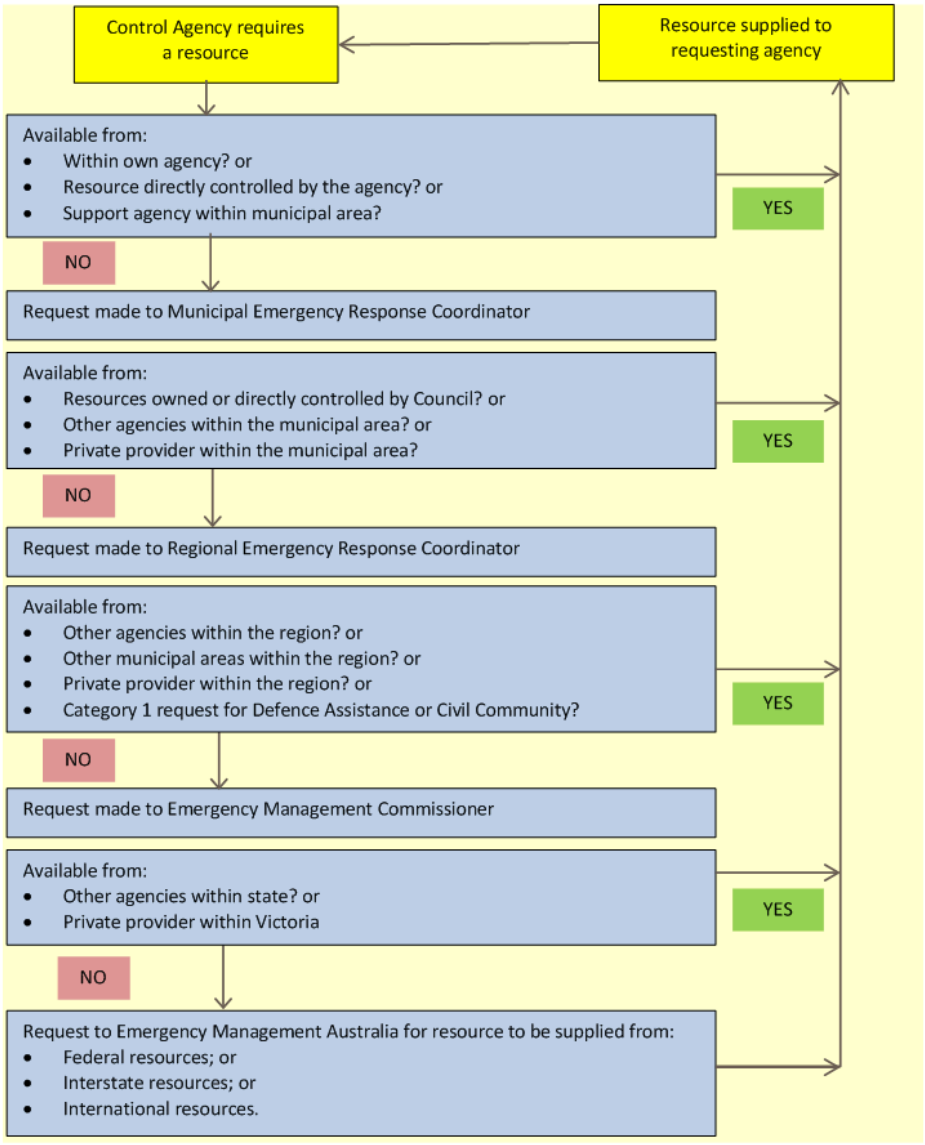
Agencies may be called upon to provide resources within the limit of their means.

5.20 Supplementary Supply

Supplementary supply at the municipal level occurs when functional services, or control authorities exhaust their own avenues of supply and there is a requirement for continued supply.

Requests for municipal resources should be made by the Incident Controller (or delegate) to the MERC. In partnership with the MERO, the MERC will endeavour to obtain those resources (council owned or sub-contracted) through existing municipal arrangements. If unsuccessful, the request will be passed from the MERC to the RERC, as per the following diagram.

Figure 25 - Flow chart for resource supplementation



Source: EMMV Part 3

A list of municipal resources is provided in Appendix 12 – Municipal Resources - Heavy Equipment, additionally a list of approved contractors is available in **TRIM: D14/51751 and D14/51713**

5.21 Business Continuity

In the event of an emergency the Executive Management Team (EMT) will support the Council in determining and implementing appropriate incident management strategies to enable critical business functions to remain operational. The EMT will be responsible for the management and restoration of business activities to normal levels of operation once an emergency event has concluded.

The Executive Management Team consists of:

- Chief Executive Officer.
- General Manager Sustainable Planning and Development.
- General Manager Infrastructure.
- General Manager Corporate and Community Services Team.
- Others co-opted as required.

Council has developed a draft Business Continuity Plan **(TRIM D12/71555**).

5.22 Impact Assessments

A framework has been developed that identifies three phases of information collection (initial, secondary and post) which are tailored to meet the needs of agencies and organisations. The intention of the framework is to provide information in its rawest form to the Control Agency in order for that agency to set priorities relating to threat, resource allocation, provision of public information and to facilitate informed decision making.

5.22.1 Initial Impact Assessment

Initial Impact Assessment is an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure resulting from the emergency or disaster. This assessment is carried out by the controlling agency, dependent upon the type of emergency event. The information is provided to the Planning Officer in the MECC who then liaises with the MERC, MERO and MRM to plan for current and future response and recovery activities.

To facilitate this process the Colac Otway Shire, through the Emergency Management Group, shall as early as practicable perform the following tasks:

- Survey the extent of damage indicating evaluation of financial and material aid needed;
- Provide a priority listing for restoration of community needs to assist agencies in the performance of their functions;
- Monitor the acquisition and application of financial and material aid needed or made available in the restoration period.

The Emergency Management Group may co-opt persons within the community with the appropriate expertise to assist with the above tasks. Should the emergency extend beyond the boundaries of the Colac Otway Shire Council, the post impact assessment may be merged with that of the other affected municipality(s).

5.22.2 Secondary Assessment

The secondary assessment builds on the Initial Impact Assessment baseline information, to describe the scale and characteristics of the impact on the four key measurable environments that have been most affected (i.e. the social, build, economic and natural environments).

A secondary assessment provides more detailed information about the type, amount and priority of assistance needed by affected communities, their population and organisations. It

considers resources available within an affected community and identifies those needs that can be met with outside assistance and informs the overall response and recovery process.

5.22.3 Post Impact (Loss) Assessment

Post Impact Assessments estimate the cost of destroyed assets across the area of:

- Social health and community.
- Built environment.
- Natural environment.
- Economic environment.

This assessment phase also estimates the changes in the 'flow' of an affected economy caused by the destruction of assets and any changes in the performance of an affected economy Such assessments inform the medium to longer-term process.

These assessments provide the State Government with a foundation for determining whether Federal Government assistance may be required.

5.23 Termination of Response Activities

It is essential to ensure a smooth transition from the response phase to the recovery phase of an emergency at the municipal level. While it is recognised that recovery activities will have commenced shortly after impact, there will be a cessation of response activities and a hand over to recovery agencies. The early notification of recovery agencies involved in the emergency will ensure a smooth transition of ongoing activities from response to recovery.

When response activities are nearing completion, the MERC, in conjunction with the Control Agency, will call together relevant relief and recovery agencies including the MERO and the MRM, to consult with, and agree upon, the timing and process of the response stand down.

If the emergency is of significant size which has resulted in the Department of Human Services being actively involved, then the Municipal / Regional Coordinator will consult with the MERO, the MRM and the Recovery Manager from the Department of Human Services to agree on the timing and process of response to stand down.

The Department of Human Services coordinate this process by requiring relevant agencies to complete and endorse *An Agreement for Transition of Coordination Arrangements from Response to Recovery*. The purpose of this document is to assist emergency management agencies involved in response and recovery to achieve a seamless transition of information, resources, management and coordination of activities.

The scope of the transition agreement arrangements includes:

- Authorisation arrangements.
- Coordination and management arrangements.
- Transition activities and tasks to ensure continuity of essential community support.
- Information and communication arrangements.

If the emergency is of significant size, resulting in DHS being actively involved, then the Municipal/Regional Coordinator will consult with the MERO, MRM and Recovery Manager from DHS to agree on the timing and process of response stand down.

5.24 Response to Recovery Transition

Where it appears to the Municipal Emergency Response Coordinator (MERC), after consultation with the relevant agencies, that response activities are nearing completion, they will convene a meeting with the Control Agency, Municipal Recovery Manager (MRM) and Regional Recovery Coordinator (DHS), to establish whether:

- The emergency response has or will soon be concluded.
- The immediate needs of the affected persons are being managed.
- The relevant agencies are ready to start, or continue, providing and/or managing recovery services.
- The Incident Controller has supplied a current handover document.
- Sufficient damage/impact information has been passed to the Municipal Emergency Coordination Centre (MECC) to enable detailed planning for recovery activities.

If agreement is reached at that meeting to terminate response activities, the Municipal Emergency Response Coordinator (MERC) will advise all agencies of the time at which response terminates and arrangements will be made to maintain the Municipal Emergency Coordination Centre (MECC) functionality for an agreed period.

5.25 Handover of Goods and Facilities

In some circumstances, it may be appropriate for certain facilities and goods obtained under emergency response arrangements during response to be utilised in recovery activities. In these situations there would be an actual handover to the MRM of such facilities and goods. This handover will occur only after agreements have been reached between response and recovery managers.

Resources acquired for the response, which are not required for recovery, remain under the control of the requesting response agency. That agency is responsible for their return or disposal.

Payment for goods and services used in the recovery process are the responsibility of the MRM through the MEMP arrangements.

5.26 Post Emergency Debriefing Arrangements

5.26.1 Council Debrief

As soon as practicable following an incident, the MEM or the MERO shall arrange for a (cold) debrief that addresses council's response and asset recovery operations. The MRM in some instances, may choose to conduct a debrief with the recovery team to address recovery issues.

All Colac Otway Shire Council debriefs (response and recovery) shall be chaired by the MEM or MERO. Debriefs are to take place prior to the multi-agency debrief so as to ensure that an accurate picture can be portrayed at the latter debrief. Relevant council response and recovery staff will be invited to this debrief session.

5.26.2 Multi-agency Debrief

A debrief should take place as soon as practicable after an emergency. The MERC will convene the meeting and all agencies who participated should be represented with a view to assessing the adequacy of the MEMP and to recommend changes. These meetings should be chaired by a VicPolice officer not involved in the incident.

An additional debrief may be conducted for the Recovery Team to cover specific recovery issues. This will be additional to the debrief conducted by the MEMP Committee. This will be convened and chaired by the MRM and the Department of Human Services.

PART 6 – RELIEF & RECOVERY ARRANGEMENTS

6.1 Introduction

Emergencies of various scales frequently occur in Victoria. These emergencies vary greatly in terms of the size of the event, the geographic area affected, the nature of the hazard that causes the emergency, and the impacts on the community.

These recovery arrangements have been developed in accordance with the directions of the Emergency Management Act (1986) and form part of the MEMP. They have been developed to ensure adequate arrangements are in place to assist those individuals and communities who are affected by emergencies in the Colac Otway Shire area. These arrangements are part of a broader framework and should be read in conjunction with the other parts of the MEMP.

The Department of Human Services is the coordinating agency for emergency relief and recovery at the state and regional level, working in collaboration with municipal councils who have that responsibility at a local level.

This section details Colac Otway Shire's relief and recovery arrangements, more detail can be found in the Municipal Relief and Recovery Plan.

6.2 Emergency Relief Definition

Emergency relief is defined as "the provision of essential needs to individuals, families and communities in the immediate aftermath of an emergency".

Emergency relief includes:

- Immediate provision of emergency relief at the site of the emergency.
- Provision of relief services elsewhere, including:
    - Emergency relief centres
    - Places of gathering (such as community centres, parks and ovals, schools and shopping centres).
    - Airports, ports, train/bus stations and other transit sites.
    - To those remaining in homes, workplaces and schools or other areas rather evacuating or relocating.

The provision of life support and essential needs to people affected by an emergency is the first stage of emergency recovery. In this respect, emergency relief functions are well integrated within early recovery activities.

6.3 Recovery Definition

The Emergency Management Act (1986) states that recovery is "the assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning" (Sec. 4A).

Recovery from emergencies is a developmental process of assisting individuals and communities to manage the re-establishment of those elements of society necessary for their wellbeing.

The process involves cooperation between all levels of government, non-government organisations, community agencies and the private sector in consideration of:

- The emotional, social, spiritual, financial and physical wellbeing of individuals and communities.
- The restoration of essential and community infrastructure.
- The rehabilitation of the environment.

- The revitalisation of the economy of the community to ensure as far as possible that the wellbeing of a community is increased.

During recovery, governments and communities work together to assist affected individuals and communities to move towards a healthy, safe and functioning environment.

6.4 Overview

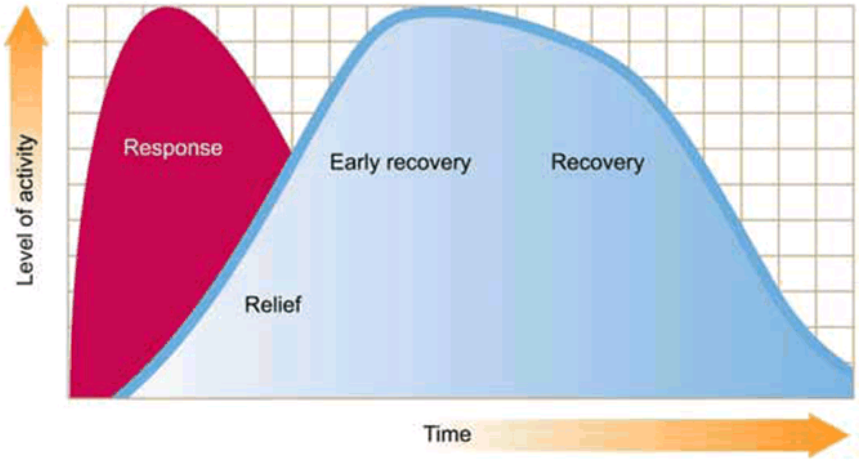
Section 4A of the Emergency Management Act 1986 and the Emergency Management Act 2013 states that "recovery is the assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning."

The aim of emergency relief and recovery is to achieve a collaborative approach that is jointly owned by all levels of government, together with the individuals and communities affected, as well as other agencies and organisations that support them.

6.5 Transition of an Emergency to Relief and Recovery Phases

It is important to understand the continuum that extends from response, immediate relief, relief, early recovery to recovery and how this affects the overarching services (and the necessary coordination between services) to achieve the best outcomes for impacted communities. As soon as Response to an emergency has commenced the Relief and Recovery phases need to be considered and/or mobilised.

Figure 26 - Emergency Relief and Recovery Activities Over Time



Source: Part 4 EMMV

6.6 Principles Underpinning Recovery

Management of Recovery will occur in the context of clear and agreed arrangements and involve processes of consultation and cooperation through established communication channels. In reading these arrangements, it is essential to have an appreciation of the assumptions and accepted understandings that underpin them.

These assumptions and accepted understandings are:

- **Resilience of individuals and communities is respected**
  Recovery services and programs must acknowledge the inherent resilience of individuals and communities display. Individuals, when given appropriate information

are able to make informed choices about their recovery. Communities, when supported with information and resources, are able to support and manage their own recovery.

- **Recovery is part of emergency management**
  Recovery is an integral component of supporting emergency management in Colac Otway. These arrangements are documented in other places within the MEMP document.

- **Levels of recovery operations**
  Recovery operates at multiple level. In order to ensure the success of the arrangements, it is vital that all agencies and organisations involved in management, coordination or service delivery undertake these activities in a cooperative and collaborative manner, within the agreed framework.

- **Multi-agency cooperation**
  Coordination and communication both at and between the various levels of operation will assist in ensuring the success of recovery activities for the affected community.

- **Roles of organisations and agencies**
  Recovery is not the exclusive domain of any single agency. All agencies and organisations willing to participate have an important role to play. This recognises that recovery must be a whole-of-government and a whole-of-community process.

- **Affected community involvement**
  Recovery requires the active involvement of the affected community. It is an accepted principle of recovery that the active involvement of the affected community is essential for recovery success.

  All recovery agencies should seek to engage with the affected community during the development of plans, and must involve the community in the development of recovery activities following an emergency.

- **Operational plans that support arrangements**
  All agencies and organisations with agreed roles and responsibilities under the arrangements must develop internal operational plans that detail the capacity of the agency and strategies that will be employed by the agency to undertake the agreed roles and responsibilities.

  Colac Otway Shire has developed a Municipal Relief and Recovery Plan.

- **Response/Recovery interface**
  Recovery should begin as soon as possible, if not simultaneously with response when an emergency occurs. It is therefore essential to ensure high levels of understanding and cooperation between response coordinators and recovery coordinators at each of the levels of operation.

  Council's MERO will keep the MRM informed as to the status of the unfolding event. During the 'response phase' of the event, Council's Municipal Recovery Manager will be proactive in being kept informed of the progress and its impact and when necessary, be the officer that activates the Recovery Team.

6.6.1 Key Concepts of Emergency Recovery Management

The responsibility for overall coordination rests with DHS as the coordination agency for recovery. Local Government will have the local knowledge and networks to assist in recovery at a local level.

This section describes some of the key concepts of the recovery arrangements so that a common understanding is achieved among participating agencies.

- **Recovery Planning/Preparedness**
  Recovery planning is the cornerstone of the recovery arrangements in Victoria. It is a collaborative process involving consultation with all stakeholders. It is imperative that agencies and organisations involved in the recovery arrangements develop operation plans to ensure that they are able to fulfil the roles and responsibilities they have agreed to carry out.

- **Response and Recovery Interface**
  Response and recovery are usually concurrent activities in the early stages of an emergency event. Recovery activities should begin as soon as practicable when an emergency occurs.

- **Education and Training**
- The Department of Human Services has an ongoing commitment to recovery training and education.

- **Media Issues**
  During recovery operations requests for information from the media about coordination and management of recovery activities should be directed to the responsible recovery coordinator at the time.

6.7 Recovery Management Structure

Management of recovery occurs in the context of clear and agreed arrangements, and involves processes of consultation and cooperation through established communication channels. Whenever possible, short and longer term recovery activities will become part of core business to ensure they remain responsive to the needs of the affected community.

6.7.1 Levels of Emergency Relief and Recovery

The levels of recovery management are:

- Municipal.
- Regional.
- State.

6.7.2 Consequence Management and Tiered Approach to Emergency Relief and Recovery

Consequence management drives the tiered approach to emergency relief and recovery coordination. The tiered approach indicates the level at which coordination for emergency relief and recovery will be escalated at a particular point in time. It is also an indicator of the possible resource levels required.

The figure below outlines the emergency relief and recovery coordination levels depending on the tier of incident.

Figure 27 - Emergency Relief and Recovery Coordination Levels

	Tier 0	Tier 1	Tier 2	Tier 3	Tier 3+
Likely incidence	frequent	occasional	rare	very rare	extremely rare
Complexity	low-medium	medium	medium-high	high	extreme
Consequence	low-medium	medium	medium-high	high	extreme
Population effects	no significant disruptions	minor localised disruptions	moderate short-term disruptions	major medium-term disruptions	most or all usual activity disrupted
Activation	normal business procedures	MEMPlans	regional plans	state plans	state plans (possible Commonwealth involvement)
Coordination level	local	local	regional	state	state
Coordination point	None	Municipal Emergency Coordination Centre	Regional Emergency Operations Centre	Health & Human Services State Emergency Management Centre	Health & Human Services State Emergency Management Centre
Illustrative examples	house fire car accident	gas leak in a block of flats fire in an aged care facility	widespread hail storm significant bus crash	major bushfire prolonged flood situation	terrorist attack significant earthquake

Source: Part 4 EMMV

6.8 Functional Areas of Recovery

There are four key functional areas that require the application of coordination arrangements as a part of the recovery process. These areas focus on the various needs of the community within:

- Social, health and community environment;
- Economic environment;
- Natural environment; and
- Built environment.

The following table identifies the services and elements relevant to each functional area of recovery:

Figure 28 - Services and Elements Relevant to Each Functional Area of Recovery

Community Recovery			
Natural	**People, Social Health and Community**	**Built**	**Economic**
Water	Safety	Residential	Employment
Air Quality	Wellbeing	Community	Industry
Flora	Interim accommodation	Infrastructure	Commerce
Fauna	Financial aid	Essential services	Small business
Agriculture	Health	Water	Tourism
Parks	Psychological support	Waste	Government
Public land	Individualised support	Electricity	
Marine environment	Outreach	Gas	
	Case management	Telecommunications	
	Community support	Roads	
		Fencing	
		Transport	

Source: Colac Otway Shire

6.9 Municipal Coordination and Management Arrangements

The needs of individuals and communities after an emergency will vary in scale and complexity. However, these needs can usually be met by existing services, supplemented by additional resources where there are capacity issues.

Recovery planning and management should initially be on the basis of linking affected individuals into existing services provided by existing agencies.

The recovery activities will depend on:

- Type of event.
- The area affected.
- Numbers of people affected.

6.9.1 Activation and Notification

Activation of the Colac Otway Shire Relief and Recovery Plan can be initiated in the following ways:

- The Municipal Emergency Resource Officer (or deputy MERO) is contacted by the Department of Human Services (DHS) or responsible agency.
- The Municipal Recovery Manager (MRM) is contacted by the MERO to begin recovery.
- The responsible authority/lead agency or DHS contacts the Environmental Health Department or the MRM directly.

Contact numbers for municipal recovery contacts are provided in Appendix 4 – Emergency Contact Directory.

6.9.2 Municipal Recovery Arrangements

The Colac Otway, Surf Coast and Corangamite municipalities share similar risk environments from an emergency perspective. The three councils also share common responsibilities in relation to preparing for and responding to emergencies of varying scale. Although the three Councils are in varying stages of planning for Emergency Relief and Recovery, all three acknowledge that councils play a critical role in this area of emergency management. As such the Municipal Emergency Management Planning Committee for each of the three Shires have endorsed the need to form a combined Cross-Council Relief and Recovery Committee that covers the three municipalities.

The Cross Council Relief and Recovery Committee aims to ensure the provision of effective emergency relief and recovery services across the three municipalities. To do this the Committee will focus on the development of Relief and Recovery plans that address four major areas:

- Roles and responsibilities of three councils.
- Planning and preparedness.
- Activation processes.
- Support arrangements.

The Cross Council Relief & Recovery Committee has developed a memorandum of understanding (MoU) for this collaboration, known as the Otway District Relief and Recovery Collaboration MoU **(TRIM: D14/23091)**.

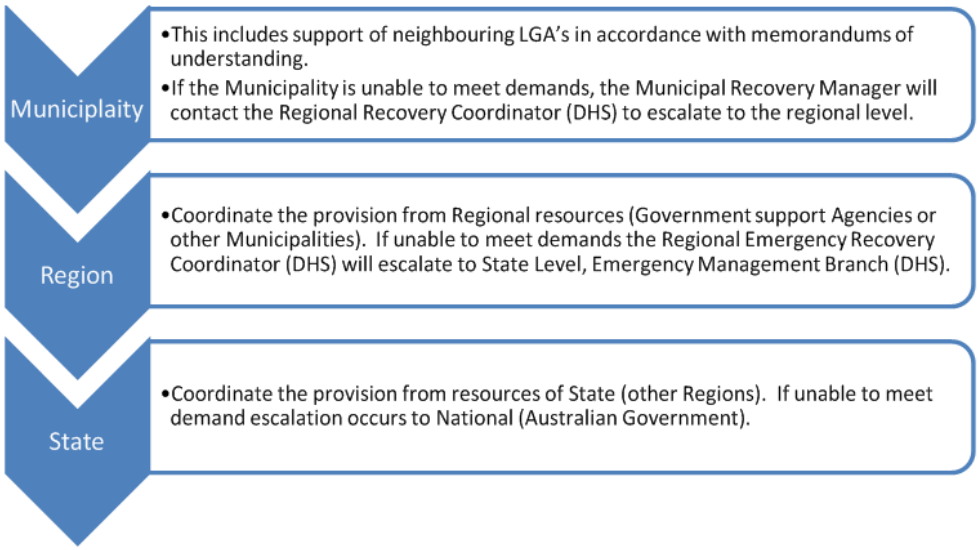
6.9.3 Levels of Recovery Activities

Recovery activities will be dependent on the type of emergency and its effect on the community. Levels relate to the extent of the impact and the resources required to respond to the emergency.

6.10 Recovery Escalation Criteria

As shown in the following figure, initial recovery management is undertaken at the municipal level. The impact of an event may lead to community needs that exceed the capacity of a municipal council. The Council may then seek to escalate the level of management to a regional level. This escalation provides an additional layer of management rather than a replacement layer. Further escalation to the state level of management may be necessary in respect of certain service needs in very large or complex events.

Figure 29 - Recovery Escalation Criteria



Source: Colac Otway Shire

6.11 Recovery Coordination

Recovery coordination refers to the arrangements that will be used in any situation where more than one department, agency or organisation is required to provide services to assist communities and individuals recover from the impact of an emergency.

Recovery coordination arrangements should provide for:

- Assessment of impacts.
- Input of affected community into decision making.
- Coordination of service provision.
- Communication strategies.
- The coordination of activities within and across the functional areas described below.

6.12 Relief and Recovery Services

Recovery from emergencies is a developmental process of assisting individuals and communities to manage the re-establishment of those elements of society necessary for their wellbeing.
In some cases, it may be necessary to:

- Evacuate.
- Establish a Relief Centre.
- Establish a Recovery Centre and provide it with resources and/or information.

A decision to establish any of the above will be made in consultation between MRM, Incident Controller and MERC, although it will depend on the type, location and extent of emergency. Some possible locations are listed in Appendix 13 – Emergency Relief and Recovery Centres. Once the locality of the appropriate relief centre(s) has been discussed between the MERO and MRM, the MERO will convey the location(s) to the MERC. The Recovery Manager shall establish the centre.

In deciding which Emergency Relief Centre(s) (ERC), are to be activated, the MERO and MRM shall consider:

- Location of centre in relation to the site of the emergency.
- Access to the centre.
- Size of ERC that is needed – based on anticipated numbers likely to attend.
- Duration that ERC is to remain operational.
- Facilities available at the ERC.
- Security.

Note: A State level working party has developed Emergency Relief Centre Guidelines and these will be used by Council's Recovery Team.

6.12.1 Use of Community Networks

Recovery planners, coordinators and managers should always be aware of the value of existing community networks as a conduit for information delivery, needs identification and support of those affected.

Where possible and appropriate, recovery programs should work with and through these networks. Community networks that are functioning in an affected community should be actively engaged and supported in the recovery process.

In some instances networks may be present in the community but require additional support to enable them to function effectively as a recovery conduit to the community. Consideration will need to be given to the role of Social Media in any given event.

Examples of community networks may include:

- Volunteer emergency services.
- Church organisations.
- School organisations.
- Service clubs.

6.12.2 Emergency Relief Centres

An Emergency Relief Centre is a building or place that has been activated for the provision of life support and essential personal needs for people affected by, or responding to an emergency, and is usually established on a temporary basis to cope with the immediate needs of those affected during the initial response to the emergency.

The Colac Otway Shire MERC will consult with the MERO and MRM or that of another Municipality MERC and their MERO and MRM before deciding to activate an ERC. Emergency Relief can also be provided at the site of the emergency. Emergency Relief and Recovery Centres will be opened once the nature, extent and location of an emergency event are known. Potential ERC locations are provided in Appendix 13 – Emergency Relief and Recovery Centres.

6.12.3 Recovery Centres

A Recovery Centre is a building where affected communities are provided support to restore their emotional, social, economic and physical well-being. This support will include

psychological (i.e. counselling), infrastructural (i.e. temporary accommodation), environmental (e.g. public health), and economic (e.g. financial assistance) services.

As a "One-Stop-Shop" the Recovery Centre will ensure that all agencies and stakeholders are properly integrated into the recovery process, at a single point of entry.

In large or prolonged emergencies, a relief centre may evolve into a recovery centre when the emergency response has concluded. This transition should be seamless, as the municipal council will continue to be responsible for the management of these centres. Coordination responsibility will pass from the Response Coordinator (Victoria Police) to the Recovery Coordinator (Local Government or Department of Human Services, depending on the scale of the recovery). This handover will occur only after agreement has been reached between the response and recovery coordinators, and after any necessary documentation has been completed to the mutual satisfaction of both coordinators.

With this possibility in mind, Councils should evaluate the appropriateness of potential sites for relief and/or recovery centres carefully, taking into account the possibility that the venue may be requested for recovery purposes committed for some considerable period after the response to the emergency has ended.

6.12.4 Assessment of community impact and needs

The Municipal Recovery Manager will appoint outreach teams to survey / assess the community in affected areas as indicated by the control agency. Impact assessments could be conducted by the LGA, Department of Environment and Primary Industries or other relevant agencies depending on the incident. A personal support practitioner should be used as part of the teams.

Prior to outreach teams being placed in the field, the area must be declared safe for this purpose by the control agency. This process is to be arranged through the Municipal Emergency Coordination Centre (MECC).

The Municipal Recovery Manager or Deputy will brief outreach teams prior to deployment and will debrief teams at the completion of the allotted activity.

6.12.5 Communicating with the affected community

A vital component in empowering a community in its recovery process is the engagement and involvement of the affected community in planning and participating in the process of recovery. The following communication options should be considered as part of the recovery process:

- Dedicated Phone Line.
- Advertisements within Local Newspapers.
- Newsletters.
- Media Release.
- Facebook

The use of these options should be coordinated through the Municipal Recovery Manager in consultation with other key recovery and response agencies

Involving the community in the planning process may be undertaken in a variety of ways depending on the scale of the event and community interest and ability. There are a range of mechanisms for providing information to the public.

These may include, but are not limited, to the following examples.

- **Community briefings.** Community briefings may be conducted by response agencies as part of their role in keeping communities aware of the current emergency situation,

before, during, and after incidents. Municipal recovery team members including a trained personal support practitioner should be part of the briefing team.

- **Community information sessions**. As soon as practicable after an emergency, the Municipal Recovery Manager should arrange community information sessions. The development of these sessions are the first practical step in the process of ensuring a community is actively involved in the recovery management process. These sessions can also be used to support the development of community recovery committees.

The role of community briefings in the recovery context is to:

- Provide clarification of the emergency event (control agency).
- Provide advice on services available (recovery agencies).
- Provide input into the development of management strategies (LGA).
- Provide advice to affected individuals on how to manage their own recovery, including the provision of preventative health information (specialist advisers).

Where the emergency has a criminal component, the municipality will need to consult with the investigating authority the necessity to restrict the content of the briefings. Local agreements with response agencies who have responsibility for community briefings will be developed as part of the Municipal Emergency Management Plan.

6.13 Community Recovery Committee

Communities recover best when they are supported to manage their own recovery. The primary method of ensuring and fostering community management of recovery after an event is through the use of community recovery committees.

Establishment:
The Municipal Recovery Manager has the responsibility to ensure the establishment of community recovery committees as soon as possible after the emergency; existing local community representative committees should be used where possible.

The community recovery committee is a sub-committee to the Municipal Emergency Management Planning Committee.

Membership:
Membership of community recovery committees will depend on the needs of the affected areas and should include:

- The Municipal Recovery Manager.
- Community development personnel.
- Councillors.
- Community groups.
- Affected persons.
- Business and Tourism Associations.
- Government agencies.
- Non-government agencies.

Where there is capacity to assist with recovery services, involvement should also come from local community agencies and private businesses.

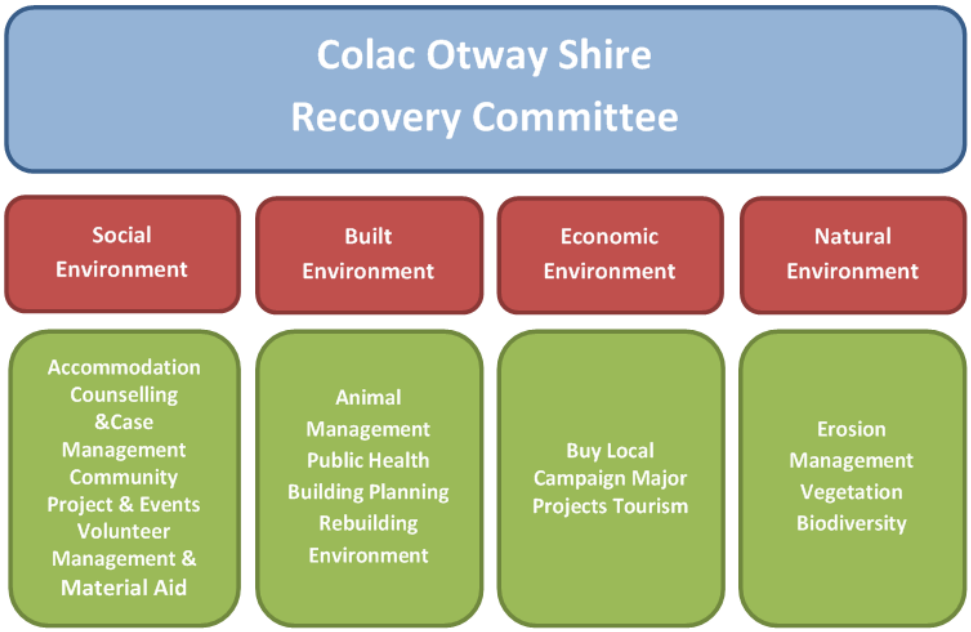
Functions:
Community recovery committees help individuals and communities achieve an effective level of functioning. They can coordinate information, resources, and services in support of an affected community, establish priorities and provide information and advice to the affected community and recovery agencies.

Role:
The role of the community recovery committee is to:

- Monitor the progress of the recovery process in the community.
- Identify community needs and resource requirements and make recommendations to recovery agencies, council and recovery managers.
- Liaise, consult and negotiate on behalf of the community with recovery agencies, government departments and the council.
- Liaise with the Department of Human Services as the recovery coordination agency through the designated regional director or delegate.
- Undertake specific recovery activities as required.

The following diagram is an **example** of a Recovery Structure that **might be** utilised following a large scale emergency.

Figure 30 – Example of Recovery Committee Structure



6.14 Emergency Relief and Recovery Roles and Responsibilities

Emergency Relief and Recovery is not the exclusive domain of any single agency. All agencies and organisations willing to participate have an important role to play. This recognises that recovery must be a whole-of-government and a whole-of-community process.

The agreed roles and responsibilities of agencies under these arrangements are consistent with Part 7 of the Emergency Management Manual Victoria .

Municipal councils are required by the *Emergency Management Act* (1986) to prepare a Municipal Emergency Management Plan. This plan details the local arrangements for the management of recovery activities.

6.14.1 The Role of Colac Otway Shire

The Municipal Recovery Manager is responsible for the coordination of municipal resources in recovering from emergencies, and has full delegated powers to deploy and manage Council's resources during emergencies.

The Colac Otway Shire has agreed to undertake the following functions during recovery, either by statutory obligation or voluntary actions for the wellbeing of the community:

- Restoration of services normally provided by the municipality.
- Restoration of municipal drains, road and bridges.
- Assessment of dwellings and buildings to ascertain level of safety for approved use.
- Monitor public health matters.
- Provide local knowledge to the other recovery agencies.
- In conjunction with the Department of Human Services and Community Agencies, provide services, information and facilities to assist the community in recovery from an event. This could involve the establishment of a coordination centre.

Some of these functions will have begun before recovery officially begins.

Although the response will depend on the event, Council Response and Recovery teams have developed standard operating procedures for use during an event.

6.14.2 Relief and Recovery Personnel

There are a number of personnel provided by Council who are directly involved in the Relief and Recovery phases. Their positions are:

- Municipal Recovery Manager.
- Deputy Municipal Recovery Manager.
- Emergency Relief and Recovery Centre Managers.
- Emergency Relief and Recovery Centre staff.
- Environmental Health Officers; and.
- Human Services staff.

Council may co-opt additional staff if necessary in order to fulfil its relief and recovery responsibilities.

There are also personnel provided by other recovery agencies to assist Council. These include:

- Case Managers.
- Community Development Officers.
- Community Hub Captain.
- Community Hub Support staff.
- Outreach Personal Support staff.

Generally, Council is expected to have resources to cover these positions for a Tier 1 emergency. A Tier 2 emergency may require case management and other external support. In the event of a Tier 3 emergency the State Government will arrange for one or more of the following: case management, community hubs, community development officers, and State officer support.

6.15 Post Impact Assessment

A Post Impact Assessment draws upon information gathered from the Initial Impact Assessment and is an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure resulting from the emergency event.

To facilitate this process (as shown in the following figure; The Cross Sector Coordination Model for the Restoration of Essential Infrastructure and Services) the MRM supported by the Emergency Management Group will as early as practicable:

- Survey the extent of damage and evaluate financial and material aid needs.

- Provide a priority listing to assist agencies in the performance of their functions to address community needs.
- Monitor the acquisition and application of financial and material aid required during the recovery period.
- Create a clear, implementable, and timely Municipal Recovery Action Plan as required (large scale emergency).
- As required deploy Municipal Building Surveyor, Environmental Health Officer and any other relevant specialist staff to conduct assessment.
- Survey the emotional and social impact of the event for both individuals and the community.

Colac Otway Shire Council will record impact assessment data provided using CrisisWorks (formerly MECC Central) in the People and Properties function.

Figure 31 – The Cross Sector Coordination Model for the Restoration of Essential Infrastructure and Services

Source: Part 4 EMMV

6.16 Clean Up

Clean-up is critical to expediting the recovery of people and communities affected by emergencies. At the regional and state level the Department of Humans Services, as the coordinating agency for emergency relief and recovery, will coordinate Clean-up together with key support agencies and other organisations with capacity to assist.

6.17 Individual Organisational Plans

Although not forming a Sub-Plan of MEMP, individual agencies involved in Recovery Management are encouraged to develop internal organisational plans that detail how they respond to emergencies.

6.18 Registration

Victoria Police are responsible for the registration of emergency affected people in conjunction with Red Cross.

Register. Find. Reunite (formerly, National Registration and Inquiry System (NRIS) registration, which is conducted by Red Cross, ensures:

- The safety and re-connecting of people with family friends and community networks.
- Identification and welfare of people.

Register. Find. Reunite kits are located at local police stations.

6.19 Replacement of essential water taken during fire fighting

CFA and DEPI fire fighters are empowered under legislation to take water from any waterway or water source on public or private land for firefighting purposes. Where water is taken for firefighting, the water owner can request (via their municipality) water replacement under the Victorian Government Essential Water Replacement Scheme. A copy of the scheme and how water owners can request replacement water can be found on the Department of Environment and Primary Industries website at www.DEPI.vic.gov.au/fires-and-emergencies

6.20 Role of Department of Human Services

The Department of Human Services is Department of Human Services is responsible for the following Relief and Recovery activities:

- Coordinate recovery planning and management at state and regional levels;
- Coordinate all aspects of recovery, including State/Commonwealth departments, local government, non-government organisations and agencies;
- The Department of Human Services coordinates the recovery activities across the following four areas:
    - The social, health and community effects
    - The economic effects
    - The effects on the natural environment
    - The effects on the built environment.
- Coordinate provision of personal support (psychological first aid) at incident sites and across the community.
- Provide community information and facilitate community redevelopment programs.
- Support Councils and community recovery committees in recovery planning and managing recovery activities.
- Provide advice, information and assistance to affected individuals, communities, funded agencies and municipal councils.

6.21 Sharing of Personal Information

As per info sheet 02.10 from the Office of the Victorian Privacy Commissioner

"Usually, an organisation should only use information for the purpose it is collected (IPP 2). However, if new personal information is collected in order to respond to an emergency, sharing

that information where necessary with other organisations involved in the disaster response or recovery may be considered to be disclosure for the primary purpose of collection."

6.22 Offers of Voluntary Assistance

The Municipal Recovery Manager will appoint a person to act as volunteer coordinator who will collate all offers of voluntary assistance and coordinate activity of volunteers.

Volunteers are usually made available by various service clubs including, Rotary, Lions, Freemasons, Apex etc. Volunteers need to be coordinated by Council officers, especially when involved in clean-up operations.

Volunteers will be equipped with the necessary personal protective equipment and will also be instructed in OH&S.

6.23 Offers Material Assistance

Any offers for material assistance will be discouraged.

6.24 Single Point of Contact

Helping people to help themselves is key to recovery and offering a single point of contact will help reduce confusion and create confidence that people are receiving the most up to date and correct information.

MEMP plans should contain arrangements for the promotion of a single point of contact for residents to obtain information about support, services and grants that may be available following an emergency.

All levels of government will be required to coordinate to determine an appropriate single point of contact for recovery information. It is important that all levels of government and agencies involved promote the same single point of contact.

The agency responsible for the single point of contact mechanism will be determined by the nature, size and impact of the event.

Consideration will need to be given as to how to make this single point of contact as accessible as possible. Phone lines, recovery centres and online web sites are all examples of how to coordinate and delivery a single point of contact. Collecting and organising the information that needs to be made available through the single point of contact is critical.

Keeping records of the requests for information made at the single point of contact can be a valuable source of intelligence about the impact of the event and the recovery needs people have. The records should be regularly reviewing to ensure that local recovery plans are responsive to the needs arising.

6.25 Case Management

The implementation of an effective Emergency Case Management Service to support individuals and families affected by an emergency relies on significant collaboration between state government, municipalities and community service organisations.

Case Management is strongly embedded into existing recovery structures established to manage and provide recovery services. These may include using existing municipal, regional and state recovery committees and the establishment of recovery centres where required.

Colac Otway Shire will liaise with Department of Human Services whether delivering the Emergency Case Management System directly or coordinating the delivery by a health or

community service organisation. A request for funding to coordinate or deliver the service will be forwarded to the DHS Regional Recovery Coordinator. The funding submission will contain the following:

- Estimated number of households affected.
- Nature of the impacts of the emergency on individuals, households and the community.
- Details in relation to the capacity of local services to respond.

Where there is potential for primary producers to be affected by an emergency, the Shire will liaise with Department of Human Services and DEPI to determine the circumstances in which case management support may be delivered in a coordinated approach.

6.26 Financial Considerations

The emergency management arrangements are predicated on the assumption that agencies agree to meet reasonable costs associated with the provision of services. The general principal is that costs are within the "reasonable means" of an agency or organisation is met by that agency or organisation.

Municipal Recovery Managers are responsible for implementing processes to assist with the monitoring of costs associated with the recovery process.

6.27 Reporting Arrangements

Municipal council's should regularly monitor and report on the impacts of emergency incidents on affected communities, during and following the incident, to ensure recovery agencies can promptly respond and provide assistance where required.

The following information that should be included in the monitoring and reporting of recovery activities:

- Size and location affected areas.
- Number of premises which are:
  - Uninhabitable, inaccessible, destroyed or damaged
  - Dwelling type (if known) house, caravan, flat/unit or other.
- Number of persons affected:
  - Adults / children
  - Immediate needs
  - Accommodation, health and or personal needs.
- Relief/Recovery Centres locations and hours of operations.
- Community briefings/information sessions:
  - Date, location held and number of attendees (approx.)
  - Upcoming, date and location.

6.28 Testing and Review

Emergency recovery exercises may be conducted in a variety of formats and may test various parts of the Arrangements at different levels of recovery management.

There should also be testing of the links between the levels of recovery management. Emergency recovery exercises may be run in conjunction with other emergency management exercises. These are often called Desk Top Exercises.

6.29 Evaluation of Recovery Activities

Evaluation of recovery activities and recovery programs following emergency events is essential to maximise lessons learned and identify where improvements can be made. Evaluation may

take the form of a formal debrief of operations, or may involve workshops, seminars or applied research into particular areas of activity.

The Municipal Recovery Manager (MRM) should conduct an evaluation of recovery operations following activation of the recovery arrangements in the Municipal Emergency Management Plan. The evaluation may be an informal or formal debrief depending on the scale of the activation, and must identify the strengths and weaknesses of the local operational response to the needs of the community.

The Municipal Recovery Manager must ensure that the Regional Recovery Coordinator (DHS) is made aware of the outcome of the evaluation.

6.30 Support and Ancillary Arrangements

6.30.1 Companion Animals, Livestock and Wildlife

Population evacuations invariably involve companion animals, wildlife and livestock so emergency relief agencies will likely require provisions for:

- Extensive, secure and functional holding facilities.
- Catching, handling and confining animals.
- Feed and water, housing and accommodation.
- Veterinary treatment for injuries and illness.
- Identifying and contacting owners.
- Animals requiring specialist attention (such as horses and wildlife).

Council is working with the Department of Environment and Primary Industries to develop a Animal Welfare Plan.

6.30.2 Feed and Water for Animals

Department of Environment and Primary Industries and Victorian Farmers Federation are responsible for gathering and distributing emergency fodder supplies to reduce the change of starving livestock after an emergency. Provision of fodder for animals after an emergency is an essential emergency relief function, because existing sources may have been destroyed in the incident.

Supplies of water may also be required for livestock after an emergency; The Department of Environment and Primary Industries will be able to provide advice to municipal councils about urgent needs for emergency water supplies.

6.31 Emergency Accommodation

Accommodation may be provided to households and individuals displaced by an emergency event in hotels, motels, caravan parks houses and flats or similar. The timeframe usually ranges from days to weeks. In some case emergency accommodation may transition into interim accommodation.

Emergency accommodation is usually provided by community, business or government organisations, although people often find their own accommodation with family or friends.

6.31.1 Interim Accommodation

Interim accommodation is provided to households and individuals whose primary place of residence is destroyed or damaged by an emergency event. Interim accommodation can be in a house, flat, caravan or similar and can continue for extended periods of weeks, months or longer prior to permanent housing. In some cases interim accommodation my transition into permanent housing.

Interim accommodation is organised through the Department of Human Services Housing Emergency Management Policy and Procedures plan. Interim accommodation can also be provided by friends, family, community, business or government organisations.

6.31.2 Permanent Housing

Permanent housing includes the range of normal housing options available to individuals and households. These include owner-occupied homes, renting, public housing or equivalent. Options for specific households and individuals may differ to the pre-emergency state.

6.32 Health and Medical

The Environmental Health Coordinator has been delegated the responsibility for health and medical matters.

Municipal Health and Medical arrangements will be considered in conjunction with the Barwon-South Western Regional Health Emergency Management Plan and the Victoria State Public Health Emergency Management Plan (SHERP).

The aim of these arrangements is to identify the Health and Medical facilities available within the Colac Otway Shire and identify the arrangements for activation. Due to the dual nature of these arrangements, it will be divided into two components; each being addressed accordingly. These components will be Health and Medical.

6.32.1 Health

The Environmental Health Manager is responsible for all public health matters in the municipality, and will activate the Environmental Health Support Plan in consultation with the MRM. All actions must be in accordance with the Victoria State Public Health Emergency Management Plan.

The Public Health & Wellbeing Plan can be activated autonomously in line with the Victoria State Public Health Emergency Management Plan where there are actual or possible significant public health consequences, (but no immediate casualties such as in a major emergency) which may impact upon the health and well-being of members of the local or regional community. Incidents of this type include contaminated food, water, infectious disease etc.

The responsibilities of the Environmental Health Manager in emergencies include:

- Advice on water supply and sewerage disposal;
- Ensuring hygienic food handling - safe production, storage and distribution;
- Supply of sanitary and hygienic accommodation when required;
- Refuse removal;
- Pest control;
- Control of infectious diseases;
- Disposal of dead animals; and
- Ensuring the sanitary condition and standard of material relief is appropriate.

In the absence of the Environmental Health Manager, his/her deputy will take over the role.

6.32.2 Medical

Implementation of the medical arrangements will be automatic where people are injured or require medical assistance. This automatic response will be by Ambulance Victoria and hospitals within the municipality. All responses must comply with the arrangements in the Emergency Management Plan and the State Public Health Plan (SHERP).

Ambulance Victoria will be responsible for contacting additional First Aid support when required (e.g. St. John Ambulance and Red Cross)

6.32.3 Management of Medical Response

Medical response management at an emergency scene will be carried out by the most senior medical officer present. This could be any of the following:

- The senior Ambulance Officer present.
- A member of a medical team.
- The area Medical Coordinator.

The role of the Medical Commander at the scene of an emergency is to:

- Arrange resources required.
- Provide triage, (prioritise patients for treatment).
- Co-ordinate transport of patients.
- Determine destination of patients.

The Colac Otway Shire has two hospitals; Colac Area Health in Colac and Otway Health & Community Services in Apollo Bay. These are the two main medical facilities able to cope with a number of casualties. Larger numbers of casualties and more serious injuries will be transported by road or air to other hospitals In Geelong.

6.33 Provision of Volunteer Assistance

Many community organisations will have resources that can be of used in an emergency. All offers of voluntary assistance will be referred to Victoria's Volunteering Portal

Volunteers in the area of Personal Support will be coordinated by the designated lead agency, who will manage their deployment and issues like appropriate training and checks, for example Police Checks, Working with Children Checks etc.

6.33.1 Volunteer Compensation Arrangements

The Act makes provision for compensation, under normal WorkCover arrangements, for volunteer emergency workers who suffer personal injury or death while engaging in, training for, standing by to perform, or travelling to or from, duties performed for agencies under the response plan or the recovery plan.

Volunteers covered are those who are members of voluntary organizations which do not have statutory compensation schemes, and cover also applies to those people who, on a casual basis, assist an agency under the response plan or the recovery plan to deal with an emergency. Compensation for loss of or damage to property is also provided for.

6.33.2 Offence of Obstruction, and Legal Immunity for Volunteers

The Act creates the offence of obstructing an emergency worker (s. 36), and also gives volunteer emergency workers (the same group entitled to the compensation provisions) legal immunity in cases of loss or injury sustained by others, except in cases of their wilful default or negligence (s. 37).

6.34 Transport and Engineering

All requests for transport and engineering should be directed to the MERC who will request them through the MERO. Municipal resources should be used in the first instance, prior to engaging private contractors.

PART 7 – SPECIAL PLANS AND ARRANGEMENTS

7.1 Colac Otway Fire Management Plan

The Municipal Fire Management Planning Committee produced the plan. The committee comprises representatives from Colac Otway Shire Council, the Country Fire Authority, the Department of Sustainability and Environment, Parks Victoria, Victoria Police and VicRoads.

The Plan is a sub-plan of the Shire's Municipal Emergency Management Plan and reflects the State Government's direction to increase integration of fire management planning between agencies and the Community. A copy of this plan can be viewed on Councils website via the following link – Colac Otway Fire Management Plan

7.2 Colac Otway Shire Neighbourhood Safer Places Plan

This Plan is a neighbourhood safer places plan for the purposes of the legislation, and contains guidelines, which have been developed by the Municipal Association of Victoria (**MAV**) to assist the Council in relation to:

- The identification, suitability and designation of places as neighbourhood safer places (**NSPs);**
- The inspection, maintenance and decommissioning of designated NSPs within its municipal district.

A copy of this plan can be viewed on Council's website via the following link – Colac Otway Shire Neighbourhood Safer Places Plan

7.3 Community Information Guides

Community Information Guides have been developed by CFA in consultation local CFA brigades, community representatives and the Colac Otway Municipal Emergency Management Planning Committee (MEMPC) and Municipal Fire Management Planning Committee (MFMPC).

Community Information Guides (formerly known as Township Protection Plans) have been developed for the thirteen townships/localities within the Colac Otway Shire.

Each Community Information Guide provides a planned response to a bushfire within, or in close proximity to the identified township that has the potential to impact on the local community. Each plan provides predetermined actions that will enable quick and informed decision made by both the community and emergency services.

Community Information Guides can be viewed on the CFA website at www.cfa.vic.gov.au

7.4 Municipal Relief and Recovery Plan

This Plan will be used as a guide to assist individuals and the community to manage the re-establishment of those elements of society necessary for their wellbeing.

The Municipal Recovery Manager is responsible for the development and review of the plan annually. A copy of this plan can be viewed on Councils website via the following link – Colac Otway Shire Relief and Recovery Plan

7.5 MECC Operations Plan

This Plan details the procedure for the opening, setting up and running of the Municipal Emergency Coordination Centre. Copies of this plan are held by the MEM, MERO, MRM and Deputies **(TRIM: D11/6762)**.

7.6 Safety and Environment Management Plan – Port of Apollo Bay

The SEMP is an integrated system for managing and improving environmental and safety performance at the Port of Apollo Bay and to promote best practice safety and environment risk management across all aspects of port activities.

The Manager Major Contracts is responsible for the maintenance and updating of this plan in consultation with Port Staff and Local Ports, Department of Transport Planning and Local Infrastructure (DTPLI). The plan is amended annually or as required. Copies are available on the Colac Otway Shire Web site and can be made available in hard copy through a request to the Manager Major Contracts.

Copies are held by the Team Leader Apollo Bay Harbour and the Manager Major Contracts **(TRIM D13/8112)**

7.7 Evacuation Plans

Special plans addressing the issues of evacuation have been developed for the following hospitals, schools and industrial sites within the municipality. Copies are held as detailed for each plan below.

7.7.1 Schools

School Principals are responsible for the maintenance and amendment of this plan. The plan is amended annually. Copies are held by:

- Schools
- Police Stations
- Department of Education and Training, Geelong

7.7.2 Hospitals

Chief Executive Officer of Colac Area Health and Otway Health & Community Services are responsible for the maintenance and amendment of these plans. The plans are amended annually. Copies are held by:

- Colac Area Health
- Police Station
- Fire Brigades

7.8 Other Special Plans

Other specific special plans have been developed to address those hazards which have been identified by the MEMPC. The details of those plans and copyholders are provided below.

7.8.1 School Bus Routes

School Bus Co-ordinator is responsible for the maintenance and amendment of this plan. The plan is amended annually.
Copies are held by:

- Schools
- Department of Education and Training, Geelong
- Victoria Police
- Transport Company

7.8.2 Regional Coordination Plan - Blue Green Algae - Barwon Water

Chief Executive Officer Barwon Water is responsible for the maintenance and amendment of this plan and copies are held by the Manager Health and Community Services, Colac Otway Shire **(TRIM: D11/24840)**

Draft Lake Colac Blue Green Algae Plan: copies are held by the Manager, Health and Community Services and Environmental Health Officer, Colac Otway Shire

7.8.3 Colac Otway Municipal Public Health and Wellbeing Plan 2013-2017

The Manager Health & Community Services, Colac Otway Shire is responsible for the development and review of the plan annually. The plan is required to be renewed every three years. **(TRIM: D13/69774)**

7.8.4 Influenza Pandemic Plan

The Manager Health & Community Services, Colac Otway Shire is responsible for the development and review of the plan annually.

Copies are available from the Manager, Health & Community Services and the Environmental Health Officer, Colac Otway Shire **(TRIM: D12/29773)**

7.8.5 Colac Otway Shire Heatwave Plan

The Manager Health & Community Services, Colac Otway Shire is responsible for the development and review of the plan annually.

Copies are available from the Manager, Health & Community Services and the Environmental Health Officer, Colac Otway Shire. **(TRIM: D11/19907)**

Municipal Emergency Management Plan

Appendices

Version 1 July 2014

Colac Otway Shire

Appendix 1 – MEMP Sub Plans, Related Procedures and Operating Guidelines

Title	Location
MEMP Sub Plans	
Municipal Fire Management Plan	
Neighbourhood Safer Places Plan	
Colac Otway Shire Relief and Recovery Plan	TRIM D14/45246
Birregurra Sub Flood Plan	TRIM D14/51950
Community Emergency Risk Assessment	TRIM F14/1425
Colac Otway Shire Heatwave Plan	TRIM D11/19907
Influenza Pandemic Plan	TRIM D12/29773
Colac Otway municipal Health and Wellbeing Plan	TRIM D13/69774
Procedures and Operating Guidelines	
Municipal Emergency Coordination Centre Operations Plan	TRIM D11/6762
Safety and Environment Management Plan – Port of Apollo Bay	TRIM D13/8112
Business Continuity Plan – Colac Otway Shire	TRIM D12/71555
Risk Management Policy	TRIM D14/4203
Emergency Relief Centre Standard Operating Guidelines	TRIM D14/45246
Other Relevant Documents	
Memorandum of Understanding – Otway District Relief and Recovery Collaboration	
Protocol for Inter-Council Emergency Management Resource Sharing	
Regional Coordination Plan – Blue Green Algae – Barwon Water	TRIM D11/24840

Appendix 2 – Key Council Emergency Contacts

Role	Name	Contact Details	
MERO	**24 Hour contact**	**emergency@colacotway.vic.gov.au**	**0427 357 850**
MERO	Wendie Fox		
MERO	Greg Anderton		
MERO	Ray Leak		
Emergency Management Team			
General Manager Sustainable Planning & Development	Jack Green		
Manager Environment & Community Safety	Stewart Anderson		
Municipal Emergency Management Coordinator	Wendie Fox		
Municipal Fire Prevention Officer	Terry Ouroumis		
MRM			
MRM	Greg Fletcher		
Deputy MRM	Stewart Anderson		
Deputy MRM	Peter Matchan		
MERC	**24 Hour Contact**		
MERC	Ken Slingsby		
Deputy MERC	David Hand		
MEM	**Jack Green**	**jack.green@colacotway.vic.gov.au**	**0419 156 129**
Council Services			
Municipal Building Surveyor	Adam McCosh		
Municipal Building Surveyor	Wayne Wilkie		
Manager Building and Planning	Doug McNeill		
Environmental Health Officer	Peter Matchan		
Environmental Health Officer	Leila Banihashemi		
Environmental Health Officer	Jonathan Brett		

Appendix 3 – Municipal Emergency Planning Committee Members

Position	Name	Phone BH	Mobile	Email

Details removed due to privacy and confidentiality

Position	Name	Phone BH	Mobile	Email

Details removed due to privacy and confidentiality

Appendix 4 – Emergency Contact Directory

Pages 82 - 100
removed due to privacy and confidentiality

Attachment 1
Report OM142409-6 - Municipal Emergency Management Plan
Page 94
Attachment 1 - Municipal Emergency Management Plan 2014 - 2017

Appendix 5 – Register of Facilities – Vulnerable People

For a detailed list of facilities see **TRIM: D14/52362** Updated June 2014

Town	Facility Type		Number of Facilities
Alvie	School		
Apollo Bay	Aged Care		
	Child Care		
	School P-12		
	Hospital		
	Village Accommodation		
	Caravan Parks		
Beeac	School		
Birregurra	Pre School		
	School		
Carlisle River	School		
Colac	Aged Care		
	[illegible]		
	Aged and Disability		
	Child Care		
	[illegible]		
	Hospital		
	Disability		
	Residential Care		
Coragulac	Child Care		
	School		
Elliminyt	Child Care		
	School		
	Disability		
Forrest	Child Care		
	School		
Lavers Hill	Child Care		
	School P-12		
Wongarra	Mental Health		

Details removed due to privacy and confidentiality

Appendix 6 – MEMPC Terms of Reference

COMMITTEE TERMS OF REFERENCE

Colac Otway SHIRE

1. SUMMARY

This Committee is formed pursuant to Sections 20 of the Emergency Management Act, 1986. In particular, Sections 21(3), (4), & (6) refer specifically to the Municipal Emergency Management Planning Committee.

2. OBJECTIVES

This Committee is to formulate an emergency management plan for the Council's consideration in relation to the prevention of, response to and the recovery from emergencies within the Colac Otway Shire.

3. DEFINITIONS

- **'Emergency'** is as defined in the Emergency Management Act, 1986;
- **'Emergency Management'** means the organisation and management of resources for dealing with all aspects of emergencies;
- **'MEMPC'** means Municipal Emergency Management Planning Committee;
- **'MEMPlan'** means Municipal Emergency Management Plan;
- **'MEM'** means the Municipal Emergency Manager;
- **'MERO'** Municipal Emergency Resource Officer;
- **'VICSES'** Victoria State Emergency Service; and
- **'Co-ordinator in Chief'** means the Co-ordinator in Chief of Emergency Management for the State of Victoria.

4. TERMS OF REFERENCE

4.1. Expected / Definite life of the Committee

- Ongoing responsibilities.

4.2. Constituency of the Committee

- **Colac Otway Shire**
  - Municipal Emergency Manager (Chairperson)
  - Municipal Emergency Resource Officer, MERO (Deputy Chairperson)
  - Municipal Recovery Manager
  - Councillor(s)
  - Executive Officer (Administrative matters for the Committee)
  - Municipal Fire Prevention Officer

R:\MEMPC\MEMPC DRAFT Terms of Reference.doc

- **Municipal Emergency Response Co-ordinator (Victoria Police)**
- **VICSES** (Regional Officer Emergency Management - SW Region)
- **Fire Services**
  - CFA Operations Manager, District 6
  - DSE (Departmental Representative)
- **Parks Victoria**
- **Ambulance Victoria (Group Manager Ambulance Victoria South West)**
- **Department Of Primary Industries (Departmental Representative)**
- **Department of Human Services (Departmental Representative)**
- **Colac Area Health**
- **Barwon Water**
- **VicRoads**
- **Powercor**
- **Red Cross (Representative)**

4.3. Authority of the Committee

Section 21 (4) of the Emergency Management Act, 1986 states that the function of a municipal emergency management planning committee is to prepare a draft municipal emergency management plan for consideration by the municipal council. It shall:

- Assess and review hazards and risks facing the community;
- Produce the Municipal Emergency Management Plan for consideration by Council;
- Review and update the plan annually, including review of risks, with responsibility to see that this task is undertaken delegated to the Municipal Emergency Resources Officer (MERO);
- Arrange regular tests/exercises of plan, or parts of the plan, at least annually. This includes participation in other agency exercises.

4.4. Meeting Procedure

The MEMPC has determined that the committee shall meet at least four times each year. The meetings are held on the third Thursday in February, May, August and November of each year at Colac Otway Performing Arts Cultural Centre (COPACC), Rae Street, Colac, and following major emergencies involving the Municipality, or as required from time to time. All meetings will be minuted.

4.4.1 Committees & Working Parties

The Municipal Emergency Management Planning Committee (MEMPC) will determine the need to establish committees/working parties in order to investigate and report

back on specific issues that will assist the Municipal Emergency Management Planning Committee in meeting its obligations under the Emergency Management Act 1986.

The Municipal Emergency Management Planning Committee will determine the terms of reference and reporting timeframes for these committees and/or working parties. The membership of any committee/working party will consist of Agencies/Organisations represented on the Municipal Emergency Management Planning Committee and other representatives deemed necessary by the Municipal Emergency Management Planning Committee.

4.5. Reporting Requirements

Minutes will be forwarded to all representatives on the Committee, the Regional Emergency Response Co-ordinator and the Chief Executive Officer, Colac Otway Shire.

4.6. Secretariat

Executive Officer will provide secretarial services for the Committee.

4.7. Facilities & Resources

The Committee meets at COPACC which is also the Municipal Emergency Coordination Centre

5. QUALITY RECORDS

Quality Records shall be retained for at least the period shown below.

Record	Retention/Disposal Responsibility	Retention Period	Location
Minutes from meetings		Permanent	
Council minutes		Permanent	

6. ATTACHMENTS

- Nil

Appendix 7 – Meeting and Training Log

Date	Meeting / Training

Appendix 8 – MEMP Distribution List

The MEMP will be circulated according to the table below. Updates to the MEMP will be distributed to the following organisations along with a process to acknowledge receipt.

MEMP Distribution			
Organisation	**Contact**	**Address**	**Format**
Colac Otway Shire	Municipal Emergency Manager (MEM) Deputy MEM Municipal Emergency Resource Officer (MERO) Deputy MERO Municipal Recovery Manager (MRM) Deputy MRM Municipal Fire Prevention Officer Chief Executive Officer Front Counter (excluding appendices) Library (excluding appendices)		Hard Copy
Ambulance Victoria			Electronic
Australian Red Cross			Electronic
Barwon Water			Electronic
Colac Area Health			Electronic
Country Fire Authority			Electronic
			Hard copy
Department of Environment and Primary Industries			Electronic
Department of Health			Electronic
Department of Human Services			Hard copy
Otway Health & Community Services			Electronic
Parks Victoria			Electronic
Powercor			
VCC			Electronic
Victoria Police			
			Hard copy
			Hard copy
			Electronic
			Electronic
			Hard copy
			Hard copy
			Hard copy
			Hard copy
			Hard copy
			Hard copy
			Hard copy
Vic Roads			Electronic
VicSES			Hard copy

Details removed due to privacy and confidentiality

Wannon Water			Electronic
			Electronic
Neighbouring Councils			Electronic
			Electronic
State Library of Victoria	Government Publications		Hard copy
Spare Copies			
TOTAL			**46**

Details removed due to privacy and confidentiality

Appendix 9 – Community Emergency Risk Assessment

The MEMPC are currently working with VicSES to develop this plan, the plan will be added one completed.

Appendix 10 – Control Agencies for Response

The purpose of the following table is to identify control agencies and key support agencies for response. It does not list all agencies that may be involved in any particular emergency, nor does it list all emergencies that may be encountered. The control agency may change as the emergency response progresses or is clarified.

EMERGENCY / THREAT	CONTROL AGENCY (may vary by location)	KEY SUPPORT AGENCIES
ACCIDENT/INCIDENT		
Aircraft		
Biological materials		
Gas leakage		
Hazardous materials, high consequence dangerous goods or dangerous goods		
Lifts, cranes or scaffolding and amusement structures		
Marine (not including marine pollution)		
Military aircraft and ships		
Radioactive material		
Rail and tram		
Road		
AGRICULTURAL		
Chemical contamination of livestock or agricultural produce (agricultural or veterinary)		
Exotic animal disease (includes bees & aquaculture)		
Plant pest or disease		
ENVIRONMENTAL		
Marine pollution oil spills in Victorian coastal waters up to three nautical miles		
Oiled Wildlife		
Exotic marine pest incursion		
Cetacean (whale) stranding or entanglement		
Vertebrate pest/plagues		
Pollution into inland waters		
Pollution of inland waters		
ESSENTIAL SERVICE DISRUPTION		
Food supply, critical infrastructure damage or disruption		

Details removed due to privacy and confidentiality

EMERGENCY / THREAT	CONTROL AGENCY (may vary by location)	KEY SUPPORT AGENCIES
Electricity		
Natural gas		
Petroleum and liquid fuels		
Public transport		
Roads/bridges/tunnels		
Water and sewerage		
FIRE AND/OR EXPLOSION		
Aircraft		
Boilers and pressure vessels		
Explosion		
Explosive device		
Fire		
HUMAN DISEASE/ILLNESS		
Retail food contamination	DH	
Food/drinking water contamination	DH	DEPI, Municipal councils
Human disease	DH	
NATURAL EVENT		
Earthquake		
Flood		
Heatwave		
Storm		
Tsunami		
RESCUE		
Building, structure		
Cave		
Land		
Lift, crane, scaffolding or amusement structure		
Mine/quarry		
Rail, aircraft and industrial		
Road		
Trench or tunnel		
Water		
SEARCH		
Land and water		

Details removed due to privacy and confidentiality

EMERGENCY / THREAT	CONTROL AGENCY (may vary by location)	KEY SUPPORT AGENCIES
Overdue aircraft		
OTHER		
Aircraft – inflight emergency		
Dam safety		
Marine casualty – non SAR – (commercial ship) in port waters		
Marine casualty – non SAR – (commercial ship) in coastal waters		
Other threats against persons, property or environment		

Details removed due to privacy and confidentiality

Appendix 11 – Support Agencies for Response

This table supports tasks indicates the functional services agency and relevant support agency(s). This list is neither exhaustive nor inclusive as many agencies, including control agencies may have a support role and a functional service role, dependant on the nature of the emergency.

SUPPORT SERVICE	PRIMARY AGENCY	SECONDARY AGENCIES
Animal Welfare		
Catering		
Commonwealth resources		
Communications		
Deceased persons: identification		
Detection of Emergency Locator Transmitters		
Emergency call taking and dispatch		
Emergency medical care and/or transport		
Environmental impact assessment		
Evacuation		
First aid		
Mapping services/information including digital and hard copy, aerial photography acquisition, satellite imagery acquisition GPS positioning and location		
Media relations		
Produce (food) contamination by Chemicals of security concern		
Public warnings		
Relocation		
Transport, engineering and services support		
Weather information and forecasting		
Work place / work related investigations and technical support		

Details removed due to privacy and confidentiality

Appendix 12 – Municipal Resources - Heavy Equipment

The following list of municipal resources – heavy equipment may be available as supplementary supply to assist control agencies.

Council Plant

Plant Item	Plant ID
Apollo Bay Depot - 8 Employees	
Grader	
Backhoe / Front End Loader	
Trucks	
Gellibrand - 8 Employees	
Grader	
Backhoe / Front End Loader	
Trucks	
Colac - 27 Employees	
Graders	
Backhoe / Front End Loader	
Trucks	

Current at 31 July 2014

Appendix 13 – Emergency Relief and Recovery Centres

Emergency Relief Centres (ERC										
Location	Address	Phone	Capacity	Access	Car Park	Wheel chair access	Toilets	Kitchen	Showers	Heating
Apollo Bay										
Birregurra										
Colac										
Forrest										
Lavers Hill										
Wye River										

Details removed due to privacy and confidentiality

Appendix 14 – Designated Neighbourhood Safer Places

Township	Structure Type	Telephone	Description	Map reference Easting Northing
Apollo Bay	Apollo Bay Foreshore	N/A	**Outside - Open Space NSP** 1.883 hectares, Toilets, Foreshore area on Great Ocean Road	Easting: 143.671 Northing: -38.7582

Appendix 15 - Fixed Wing Aircraft

Details removed due to privacy and confidentiality

Appendix 16 – Acronyms and Abbreviations

AA	Airservices Australia
ADF	Australian Defence Force
AEMO	Australian Energy Market Operator
AFAC	Australian Fire and Emergency Services Authority Council
AGCDTF	Australian Government Counter Disaster Taskforce
AGD	Attorney-General's Department
AIIMS	Australian Inter-Service Incident Management System
AMSA	Australian Maritime Safety Authority
ARCV	Australian Red Cross Victoria
ARFF	Aviation Rescue and Firefighting (part of Airservices Australia)
ATSB	Australian Transport Safety Bureau
AusSAR	Australian Search and Rescue
AV	Ambulance Victoria
AVCG	Australian Volunteer Coast Guard
BC	Building Commission
BOM	Bureau of Meteorology
CBR	Chemical, Biological, Radiological
CBRIE	Chemical, Biological, Radiological, Incendiary Explosive
CCP	Chief Commissioner of Police
CCoV	Coroners Court of Victoria
CERM	Community Emergency Risk Management
CERA	Community Emergency Risk Assessment
CFA	Country Fire Authority
CGRC	Central Government Response Committee
CI	Critical Infrastructure
CMA	Catchment Management Authority
COAG	Council of Australian Governments
COMDISPLAN	Commonwealth Government Disaster Response Plan
CORC	Colac Otway Recovery Committee
CWA	Country Women's Association
DACC	Defence Assistance to the Civil Community
DEECD	Department of Education and Early Childhood Development
DEPI	Department of Environment and Primary Industries
DFACA	Defence Force Aid to the Civil Authority
DFSV	Dairy Food Safety Victoria
DGEMA	Director-General Emergency Management Australia
DH	Department of Health
DHS	Department of Human Services
DIIRD	Department of Innovation, Industry and Regional Development
DoT	Department of Transport
DoJ	Department of Justice
DPC	Department of Premier and Cabinet
DTF	Department of Treasury and Finance
DPCD	Department of Planning and Community Development
DVI	Disaster Victim Identification
EMA	Emergency Management Australia
EMAI	Emergency Management Australia Institute
EMLO	Emergency Management Liaison Officer
EmRePSS	Emergency Resource Providers Support Scheme
EMS	Emergency Medical Services
EMT	Emergency Management Team
EOC	Emergency Operations Centre
EPA	Environment Protection Authority
ERC	Emergency Response Coordinator
ERCC	Emergency Response Coordination Centre

ESTA	Emergency Services Telecommunications Authority
FERC	Field Emergency Response Coordinator
GIS	Geospatial Information System
ICA	Insurance Council of Australia
ICC	Incident Control Centre
IDRO	Insurance Disaster Response Organisation
IMF	Incident Management Facility
IFMP	Integrated Fire Management Planning
IMS	Incident Management System
IMT	Incident Management Team
LSV	Life Saving Victoria
Marine EMT	Marine Emergency Management Team
MAV	Municipal Association of Victoria
MCPEM-EM	Ministerial Council for Police and Emergency Management – Emergency Management
MECC	Municipal Emergency Coordination Centre
MEMEG	Municipal Emergency Management Enhancement Group
MEMPC	Municipal Emergency Management Planning Committee
MERC	Municipal Emergency Response Coordinator
MERO	Municipal Emergency Resource Officer
MEST	Major Emergency Strategy Team
MFB	Metropolitan Fire Brigade
MFESB	Metropolitan Fire and Emergency Services Board
MFPO	Municipal Fire Prevention Officer
MRM	Municipal Recover Manager
MSV	Marine Safety Victoria
NCTP	National Counter Terrorist Plan
NDRRA	Natural Disaster Relief and Recovery Arrangements
NEMC	National Emergence Management Committee
NEWS (EL)	National Emergency Warning System (Emergency Alter)
NPW	Nuclear Powered Warship
OESC	Office of the Emergency Services Commissioner
POC	Police Operations Centre (D24)
PV	Parks Victoria
Red Cross	Australian Red Cross
RERC	Regional Emergency Response Coordinator
RERCC	Regional Emergency Response Coordination Centre
RFCV	Rural Finance Corporation Victoria
RFR	Register. Find. Reunite.
RR	Road Rescue
RSPCA	Royal Society for Prevention of Cruelty to Animals
SBSC	Small Business Counselling Service
SCC	State Control Centre / State Crisis Centre
SCN	Security and Continuity Network
SECC	Security and Emergencies Committee of Cabinet
SEMC	State Emergency Mitigation Committee
SEMT	State Emergency Management Team
SERCC	State Emergency Response Coordination Centre
SEWS	Standard Emergency Warning Signal

SHERP	State Health Emergency Response Plan
SII	Spatial Information Infrastructure
TAC	Transport Accident Commission
TESS	Transport, Engineering and Services Support
USAR	Urban Search and Rescue
VCC	Victorian Council of Churches
VEMC	Victorian Emergency Management Council
VCG	Victorian Grants Commission
VicPol	Victoria Police
VICSES	Victoria State Emergency Service
VRCA	Victoria Regional Channels Authority
VWA	Victorian WorkCover Authority (WorkSafe)
WICEN	Wireless Institute Civil Emergency Network

Appendix 17 – Glossary

Term	Definition
Action	The executive command to mount an operation whereby all required personnel are called to their posts.
Affected Area	A geographic area affected by an emergency for the purpose of response and recovery arrangements.
Agency	A government agency or non-government agency.
Alert	The period when the Regional or Municipal Emergency Response Coordinator believes an emergency may occur and requires all, or designated functional services to increase their level of preparedness to cope.
Assembly Area	A designated location used for the assembly of emergency affected persons. The area may also incorporate an Emergency Relief Centre.
Chain of Command	The organisational hierarchy of an agency. It is the identifiable line up and down the hierarchy from any individual to and from their supervisor and subordinates. The chain of command identifies people or positions with accountability.
Command	The direction of human and material resources of an agency in the performance of an agency's roles and responsibilities.
Control	The direction of human and material resources of an agency in the performance of that agency's roles and tasks.
Control Agency	An agency nominated to control the response activities to a specific type of emergency.
Coordination	The bringing together of agencies and resources to ensure effective response to and recovery from emergencies, primarily concerned with the systematic acquisition and application of required resources.
Counselling	The provision of psychological support and advice to persons affected by an emergency.
Displan	The name given to the State Emergency Response Plan under Section 10(1) of the Emergency Management Act 1986. The word DISPLAN was originally the short title for the State Disaster Plan. In this manual the phrase "emergency response" is used when referring to this emergency response plan as a document or the emergency response arrangements, or to emergency response coordinators.
EMCG	Consists of the MERC, MERO and MRM – a Municipal decision-making group within the MECC.
Emergency	An emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage, any property in Victoria, or endangers or threatens to endanger the environment or an element of the environment in Victoria including, without limiting the generality of the foregoing: a. an earthquake, flood, wind-storm or other natural event; and b. a fire; and c. an explosion; and d. a road accident or any other accident; and e. a plague or epidemic; and f. a warlike act, whether directed at Victoria or part of Victoria or at any other State or Territory of the Commonwealth; and g. a hi-jack, siege or riot.

Term	Definition
Emergency Affected Persons	People, other than emergency management personnel, who experience losses or injury or are affected by an emergency. Usually understood to exclude the deceased.
Emergency Grant	The provision of financial assistance during emergency relief to emergency affected persons as determined by government policy.
Emergency Management	The organisation and management of resources for dealing with all aspects of emergencies. Emergency management involves the plans, structures and arrangements which are established to bring together the normal endeavours of government, voluntary and private agencies in a comprehensive and coordinated way to deal with the whole spectrum of emergency needs including prevention, response and recovery.
EMLO	Provided by Agencies and Councils to the Control Agency and are located in the Incident Control Centre or the controlling agency's Emergency Response Centre.
EMMV	The Manual that provides the structure for Municipalities to raise their Municipal Emergency Management Plans (MEMP).
Emergency Relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency. It includes the establishment, management and provision of services to Emergency Relief Centres.
EMT	A team which assists the Controller in formulating a response strategy and in its execution by all agencies.
ERC	A building or place established to provide life support and essential needs to persons affected by or involved in the management of an emergency.
FERC	A senior member of the Police Force at the scene of an emergency.
Financial Assistance	See Emergency Grant.
Hot Start	The MECC and ERC functions are established and staffed.
Incident	Any unplanned event requiring emergency intervention.
Incident Controller	The Officer with overall responsibility for emergency response operations. A controller is a member of the control agency appointed to have overall responsibility for emergency response operations.
Incident Control Centre	The locations where the Incident Controller and various members of the Incident Management Team provide overall direction of response activities.
Lead Agency	The Agency designated to coordinate the provision of a functional area of emergency relief and supplementary supply.
Marshalling Point	An area/facility where resources are deployed and the occupational health and safety of Yarra Ranges Council personnel, contractors and other local government personnel who are conducting emergency response activities is monitored.
Material Needs	Clothing, bedding and other personal items provided to emergency affected persons.
MECC	A facility operating at the Municipal level to coordinate and organise emergency provisions of Municipal and community resources in support of response and recovery.
MECC Facility Manager	The function which coordinates the procedural and system requirements to ensure the smooth running of the facility.
MECC Logistics Officer	Responsible for obtaining and maintaining resources, facilities, services and materials to support emergency response.
MECC Planning Officer	Responsible for information management and planning to support emergency response.

Term	Definition
MEM	A Municipal employee responsible for overall emergency management functions across Council.
MEMPC	The Committee that is responsible for the formation and maintenance of the Municipal Emergency Management Plan (MEMP) at the Municipal level.
MERC	A member of Victoria Police (Officer in Charge Lilydale Police Station) appointed at the Municipal level to coordinate the response to an emergency.
MERO	A Municipal appointee responsible to the Municipal Council for ensuring the coordination of Municipal resources to be used in emergency response.
MRM	A Municipal appointee responsible to the Municipal Council for ensuring the coordination of Municipal resources to be used in emergency recovery.
Municipality	The area within the defined boundaries for Local Government responsibility of a Council, Shire, Borough, Town or City.
NRIS	The Commonwealth/State arrangements for recording the details of persons relocating to an Emergency Relief Centre and for handling inquiries about the location of registered persons.
NSP	A place of last resort for people in bushfire prone areas to go to in the event of a bushfire.
Operations Officers	Responsible for managing all activities and resources specific to their role for emergency response.
Prevention	The elimination or reduction of the incidence or severity of emergencies and the mitigation of their effects.
Primary Support Agency	The Agency to be first considered by a Municipal Emergency Response Coordinator for support in an emergency role.
Recovery	The assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning.
Recovery Agency	An Agency with a role or responsibility under the State Emergency Recovery Plan or in the recovery arrangements.
Recovery Centre	A building in which a coordinated process of support to affected communities in the restoration of their emotional, social, economic and physical well being is provided.
Relief Stage	The immediate post impact stage of an emergency, preceding the recovery phase. For the purposes of this Plan, the end of relief will be when "stand down" is advised by the Municipal Emergency Response Coordinator.
Region	A geographic area comprising a number of Municipal districts and specific Victorian waters.
Relocation	The planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return.
Resource Supplementation	The provision of resources in emergencies to response agencies by other than their internal resource acquisition systems.
Response	The combating of emergency and the provision of rescue and immediate relief services.
RERC	A commissioned officer of Victoria Police appointed for a State Government region as Regional Emergency Response Coordinator.
RIA	An initial appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure as a result of the emergency or disaster.

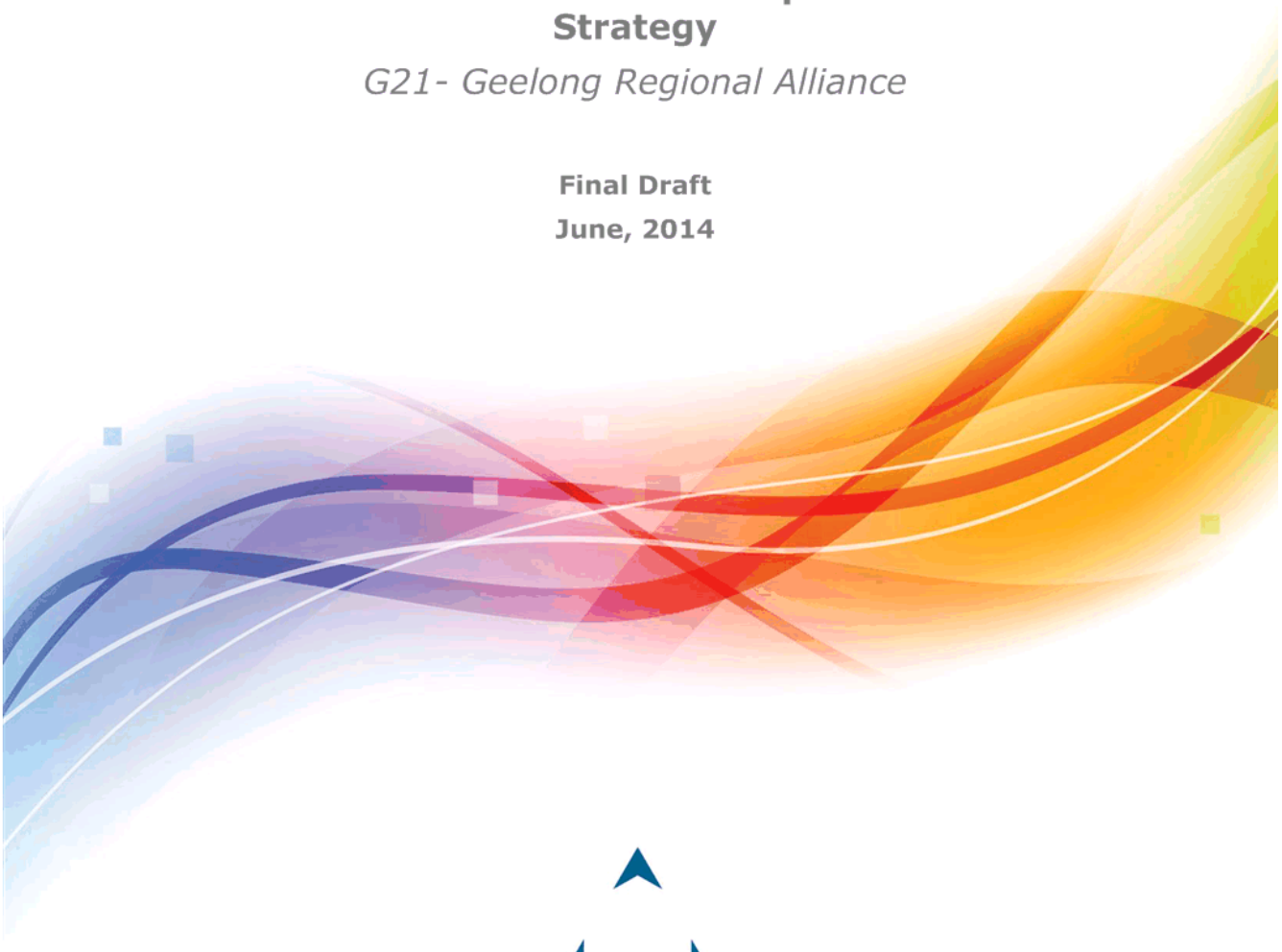
Term	Definition
Staging Area	A location designated and used during emergency response for the assembly of Control or Support Agency personnel prior to deployment.
SMEACS	The situation briefing used to communicate the emergency situation, issues and response mechanisms for personnel in the MECC and at an ERC.
SOP	Step-by-step instructions on how to implement and complete tasks that are integral to emergency response and recovery.
Span of Control	A concept that relates to the number of groups or individuals that can be supervised by one person.
Standby	That period normally following alert, when the RERC or MERC, or the Chief Officer of a control agency, believes that the occurrence or the affects of the emergency, are imminent. Members of the relevant agencies are placed "on standby", thus being ready to respond immediately.
Stand Down	The order given by the Regional or Municipal Emergency Response Coordinator that allows personnel to cease operations reflecting the termination of the emergency.
State Emergency Response Coordinator	The Chief Commissioner of Police who is responsible for the coordination of activities of agencies having roles or responsibilities in relation to the response of emergencies.
State Recovery Coordinator	A senior office of DHS appointed by the Department to ensure the overall coordination of recovery in Victoria.
Supplementary Supply	Those resources requested under emergency supply unable to be obtained by Emergency Response Support Agencies.
Support Agency	An agency which provides services, personnel, or material to support or assist a control agency of affected persons.
Temporary Accommodation	Accommodation provided over an extended period of days, weeks or months for individual or families affected by an emergency. It is different from emergency shelter.
Volunteer Emergency Worker	A volunteer worker who engages in emergency activity at the request (whether directly or indirectly) or with the express or implied consent of the chief executive (however designated), or of a person acting with the authority of the chief executive, of an agency to which either the state emergency response or recovery plan applies.
Warm Start	The MECC and ERC functions are established with staff on Standby.

G21 Economic Development Strategy

G21- Geelong Regional Alliance

Final Draft

June, 2014



AECgroup

Outcome Driven

Document Control

Job ID:	16853
Job Name:	G21 Economic Development Strategy
Client:	G21- Geelong Regional Alliance
Client Contact:	Russell Walker
Project Manager:	Ashley Page
Email:	ashley.page@aecgroupltd.com
Document Name:	G21 Economic Development Strategy FINAL DRAFT 170614
Last Saved:	18/6/2014 1:37 PM

Version	Date	Reviewed	Approved
Draft Report	10 April, 2013	ARP	
Draft Report v2	9 May, 2014	ARP	ARP
Final Draft	17 May, 2014	ARP	ARP
Final Report	17 June, 2014	ARP	ARP

Disclaimer:

Whilst all care and diligence have been exercised in the preparation of this report, AEC Group Pty Ltd does not warrant the accuracy of the information contained within and accepts no liability for any loss or damage that may be suffered as a result of reliance on this information, whether or not there has been any error, omission or negligence on the part of AEC Group Pty Ltd or their employees. Any forecasts or projections used in the analysis can be affected by a number of unforeseen variables, and as such no warranty is given that a particular set of results will in fact be achieved.

The Time for Action is Now!

Background

The G21 region[1] is geographically, economically and culturally diverse. The G21 region has undergone significant transformation from a major heavy manufacturing centre over the last 15 years, diversifying into higher technology manufacturing, healthcare, education and other sections as well as expanding its cultural offering.

The successful diversification, growth and stabilisation of the economy have been made possible through a committed and collaborative approach between key stakeholders. While there remain some pockets of disadvantage and underutilised labour, there are many development opportunities and the proximity and rapid expansion of Melbourne's western region presents unique opportunities for the growth and prosperity of the G21 region.

The time is right for the G21 region to embrace and encourage growth. Current trends in globalisation, shifts from low-tech to high-tech and value adding manufacturing, emergence of new technologies, growing and shifting global markets and numerous other factors demonstrate the new paradigm that exists. Resting on the success of the past will result in lacklustre future economic performance and being 'overlooked' by the global economy. This is not the fate that the G21 Region community desires or deserves and there are significant opportunities and potential in the region. Leveraging the existing collaborative spirit to focus on strategic development initiatives will significantly improve the G21 Region's socio-economic and cultural outcomes

The G21 Regional Vision

The Geelong Region Plan, released by the G21- Geelong Regional Alliance, contains the following vision statement:

"In 2020, the Geelong Region is Australia's most desirable destination for living, visiting and investing; it is renowned for its vibrant, cohesive community, exceptional physical environment and vigorous economy."

This statement highlights the outcomes required of the G21 Region Economic Development Strategy and has been used, along with extensive stakeholder consultation, to identify the strategic focus areas of the strategy.

Strategic Focus Areas

The regional objectives identified in the Geelong Regional Plan and the desired future for the G21 Region were examined and discussed in detail with a range of regional stakeholders to identify and distil the key focus areas for the G21 Economic Development Strategy. The strategic focus areas identified include:

- Strategic Focus Area 1: Strategic and Integrated Transport Infrastructure
- Strategic Focus Area 2: Vibrant and Active Region
- Strategic Focus Area 3: Coordinated Delivery of Critical Growth Infrastructure
- Strategic Focus Area 4: Learning and Innovation
- Strategic Focus Area 5: Investment Ready

Each strategic focus area has a strategic goal, targeted outcomes to be realised, and a range of progress measures to track and assess progress over time. For each of the strategic focus areas, a number of key initiatives were identified and tested with key stakeholders. From these initiatives, the most effective and constructive 'first step' toward achieving the G21 regional vision were termed 'Game Changers'.

[1] The G21 region includes The City of Greater Geelong, Surf Coast Shire, Colac-Otway Shire, Golden Plains Shire and the Borough of Queenscliffe

Game Changers

What is a Game Changer?

"What we need are game changers. Things that dramatically change the boundaries in which we operate, things that really separate the G21 Region from the rest of the pack, from the rest of the country, something that makes the G21 Region unique in the world. What we are talking about are things that will catapult the G21 economy forward beyond the recognition of what it is today."

- Local stakeholder

The G21 region has numerous strengths and natural advantages that will ensure its growth and prosperity into the future. Many of these will be achieved without the need for external resources or collaboration between organisations.

It is critical the G21 Economic Development Strategy target those initiatives that transform the G21 region to deliver higher levels of growth prosperity that could not be achieved without significant regional collaboration and funding.

Due to their nature, some game changes are likely to be strategic, attitudinal foundation and knowledge/ capability building tasks, whereas others will centre on the planning for, and development of, critical infrastructure. The Game Changers will change over time as the region progresses, but they must always meet the following:

- **Transformational:** Deliver distinct and lasting regional benefits
- **Require Collaboration:** Entail cross-government support and collaboration (rather than be readily implemented by single stakeholders)
- **Catalytic:** Lead to further significant related/ ancillary direct investment
- **Promote Awareness:** Address and respond to a key strategic focus area and regional issues and perceptions

With only limited resources to deliver the numerous development opportunities in the G21 region, extensive consultation with key regional stakeholders was undertaken to identify the most effective 'first step' toward each focus area of the G21 regional vision. These are termed the 'game changers' and are identified below. These form the primary and initial initiatives of the G21 Economic Development Strategy.

- **SF 1:** Completion of the Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac Connections
- **SF 2:** Geelong City Centre Reactivation
- **SF 3:** Coordinated Critical Infrastructure Plan
- **SF 4:** Globally Significant Innovation and Research Centre
- **SF 5:** Open for Business

Subsequently, a series of 'prioritised actions' have been identified to enable the activation of each game changer, with such directives summarised in the table overleaf.

In addition, there is an extensive array of beneficial development initiatives beyond the identified 'game changer' initiatives that should not be ignored and should be progressed when and as resources become available. Other key initiatives worthy of pursuit are also presented and summarized in the table overleaf.

AECgroup

Table ES: 1. Strategic Focus Areas

Strategic Focus Area	Integrated Transport	Vibrant & Active	Coordinated Critical Infrastructure Delivery	Learning & Innovation	Investment Ready
Strategic Goal	Strategic (inter- and intra-regional) transport infrastructure linking the G21 region, enabling efficient movement of freight and passengers and encouraging the interaction of all regions within G21 with other surrounding regions.	A vibrant and active region with identifiable and distinct activity nodes in surrounding areas	Accelerated delivery of critical infrastructure supporting growth, development, community and cultural interaction and investment attraction.	Recognition of G21 region as a leading learning and innovation region focussed on the generation, development and extension of knowledge.	Outcome driven and solution focussed business investment location. Promotion of the G21 region as a major business investment destination, to drive the facilitation of new investment and job generation into the region.
Outcomes	• Freight out of Geelong CBD • Increased tourism visitation/ expenditure • Increased local job accessibility • Improved travel efficiency/ time (to/ from and throughout the G21 region)	• Reactivation of and investment in Geelong CBD and ancillary • Investment in Corio and Norlane • Investment in towns across region including Birregurra, Forrest, Colac, Bannockburn, Winchelsea • Nationally and internationally recognised events, festivals and tourism activities • Activated areas day and night (in each key regional settlement) • Population growth (driven by high quality jobs and lifestyle amenity) • Culturally aware and diverse population • Tourism growth • Development of nationally and internationally acclaimed regional cultural facilities and programming	• Planned and prioritised infrastructure development for a population of 500,000 (road, rail, port, airport, utilities and ICT) • Identified trigger points to facilitate infrastructure development before constraints/ saturation points are hit • Enabled business investment and jobs • Efficiency gains (travel, business, transaction) • Integrated planning and integration with broader strategic planning initiatives • Realisation of infrastructure development ahead of time	• Local adoption of local innovation and R&D • Increased education attainment • High patent registration • Global recognition as a region that facilitates commercialisation of innovation • Established innovation funding processes (recognised as international best practice)	• Increased investment (private and public) ○ External ○ Local re-investment • Expansion of local businesses, employment and associated population • Establishment and attraction of new businesses • Attraction of key strategic businesses to the G21 region • Creation of jobs: ○ Existing industries ○ New industries • Increased domestic and international exposure
Progress Measures	• Freight and passenger travel time between key nodes (Melbourne, Bannockburn, Queenscliff, Anglesea, Geelong, Colac) • Avalon PAX and freight (tonnes) • Tourism visitation (particularly day trips) (Total and share of Victorian and Australian markets) • Employment (place of residence by place of work)	• Population density • Population growth • Diversity index (ethnicity, age, education, industry/ occupation) • Cultural event/ festival visitation • Number of events/ festivals held • Educational attainment • Tourism visitation (by purpose of visit) (Total and share of Victorian and Australian markets) • Proportion of new dwellings that are infill	• Plan completed • Business case for each package of infrastructure, including demand projections, review points, triggers and critical thresholds and opportunity cost if not delivered in a timely fashion • Funding sources identified • External infrastructure funding (total realised and leveraged) • Number of targeted infrastructure projects realised	• Patent registrations/ capita • Business start-ups • Annual release of innovation funding • Education attainment: ○ High school completion ○ Higher education ○ Trade based skills • School containment rate • Average income • Gross value added per employee and per capita	• Jobs generated • Population growth • New Investments: ○ Local ○ External • Ratio of private/public sector capital investment • Office vacancy • Number of major trade shows/conferences hosted • Number of strategic businesses/activities moving to the G21 region

Strategic Focus Area	Integrated Transport	Vibrant & Active	Coordinated Critical Infrastructure Delivery	Learning & Innovation	Investment Ready
		• Capital investment (private/ public) in key population, tourism and cultural centres • Cultural facility renewal and increased visitation			
Initial Game Changer Initiative	• Completion of the Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac-Otway Connections	• Geelong City Centre Reactivation • Cultural Precinct Masterplan implementation including re-development of GPAC, Geelong Gallery and the public realm Upgrade of National Wool Museum	• Coordinated Critical Infrastructure Plan – G21 Regional Growth Plan Implementation Plan	• Globally significant innovation and research centre • A regionally accessible venture capital/ investment fund to facilitate entrepreneurial activity	• Open for business
Other Key Initiatives	• Regional Rail Express • National freight and logistics hub • Transit link to Torquay • Development of additional freight connections • Development of Avalon (freight and international airport) • Development of Lethbridge Airport (general aviation, emergency services, aeronautical industry, support services, tourism)	• Geelong Convention & Exhibition Centre • Land assembly in key development corridors • Yarra St Pier Cruise Ship Facility • Geelong Centre for Emerging Infectious Diseases	Once completed, the Coordinated Critical Infrastructure Plan will prioritise the key initiatives to be pursued under this game changer, these may include: • National freight and logistics hub plan for northern Geelong; • NBN rollout and digital economy plan; • Reticulated infrastructure planning for the currently planned and long term growth of the region • Transit link to Torquay	• Consolidation of Deakin waterfront campus (including links to Geelong CBD) • Regional innovation committee (Gordon TAFE, Deakin University, Health and sports science, Local Business and Industry, local champions of core areas of interest) • Extension of learning pathways • Business mentoring program	• Business development initiatives • Marketing and public relations • Business expansion and retention programs • Major trade shows/conferences to promote investment
Priority Actions to Activate Game Changers	• Planning and delivery of high speed link to join with ring road as constructed. • Lobbying Government for the funding commitment for duplication of Princess Highway to Colac. • Planning for the east west arterial link through Armstrong Creek and further river crossing to service the Bellarine Peninsula.	• Support Deakin's commitment to growing the waterfront campus to 10,000 students as a priority and facilitate accommodation options for students accordingly. • Support the City of Greater Geelong in its efforts to lobby for State Government funding to rebuild the Yarra Street Pier and provide for cruise ship destination in Geelong. • Identify and prioritise land assembly needs for Geelong CBD. • Instigate infrastructure developments to remove significant volumes and heavy freight from the CBD of Geelong. • Investigate and implement investment incentives for Geelong CBD development	• Implement G21 Regional Growth Implementation Plan	• Pursue global engagement opportunities associated with Geelong Centre for Emerging Infectious diseases (GCEID) and Centre for Advanced Design and Engineering Training (CADET) and education providers	• Undertake training for all relevant staff across all municipalities and agencies in investment focused planning/ facilitation • Develop targeted investment attraction program (separate web, information and collateral) • Implement business and investment attraction program • Investigate opportunities for a regional market – The G21 Region is Open for Business campaign.

Strategic Focus Area	Integrated Transport	Vibrant & Active	Coordinated Critical Infrastructure Delivery	Learning & Innovation	Investment Ready
		• Undertake G21 Arts, Culture & Heritage Economic and Social Benefits Study			

Source: AECgroup

Table of Contents

DOCUMENT CONTROL ..... **I**
THE TIME FOR ACTION IS NOW! ..... **I**
TABLE OF CONTENTS ..... **VII**
1. INTRODUCTION **1**
1.1 Background 1
1.2 Project Objectives 1
1.3 Project Process 2
2. CURRENT REGIONAL CONTEXT **3**
2.1 Socio-Economic Overview 3
2.2 Infrastructure Overview 4
2.3 External Influencing Factors 5
2.4 Competitive Edge 6
2.5 Key Sub-Regional Characteristics 7
3. THE DESIRED FUTURE **9**
3.1 G21 Regional Vision 9
3.2 Desired Regional Outcomes 9
3.3 Strategic Focus Areas 10
4. GAME CHANGERS **14**
4.1 SFA 1: Strategic and Integrated Transport Infrastructure 14
4.2 4.2 SFA 2: A Vibrant and Active Region 16
4.3 SFA 3: Coordinated delivery of Critical Growth Infrastructure – the G21 RGP Implementation Plan 17
4.4 SFA 4: Learning and Innovation 18
4.5 SFA 5: Investment Ready 19
APPENDIX A: BENEFITS AND IMPLICATIONS OF GAME CHANGERS **21**

1. Introduction

1.1 Background

The G21 region[2] is geographically, economically and culturally diverse. Its major centre is Geelong, Victoria's second largest city, which is 75 kilometres south west of Melbourne. The G21 region has undergone significant change from a major heavy manufacturing centre over the last 15 years, diversifying into higher technology manufacturing, healthcare and education as well as expanding its cultural offering.

The successful diversification, growth and stabilisation of the economy have been made possible through a committed and collaborative approach between key stakeholders. While there remain some pockets of disadvantage and underutilised labour, there are many development opportunities and the proximity and rapid expansion of Melbourne's western fringe presents unique opportunities for the growth and prosperity of the G21 region.

The time is right for the G21 region to embrace and encourage growth. Leveraging the existing collaborative spirit to focus on strategic development initiatives will significantly improve the G21 regions socio-economic and cultural outcomes.

1.2 Project Objectives

The G21 Region Economic Development Strategy provides clarity around the key initiatives that are most critical in driving beneficial socio-economic growth for the region. These initiatives must be supported by broader strategic objectives.

Specifically, the objective of G21 Region Economic Development Strategy is to:

- Identify strategic objectives;
- Prioritise new and existing economic development opportunities;
- Identify opportunities that will lead to an increase in wealth, prosperity and regional standards of living;
- Identify the genuine competitive advantage of the G21 region;
- Produce a compelling and evidence-based map showing how to 'build value' into the G21 regional economy; and
- Provide advice on the most appropriate governance model to implement the strategy.

Beyond the project terms of reference there is a requirement to develop a series of strategies to support economic development beyond the life of this document. These are embodied as a "**Strategy Toolbox**". The strategy toolbox is designed to support the short term actions identified as being most critical in delivering economic growth and prosperity for the G21 region into the future as well as other actions into the future.

The economic development initiatives identified in the G21 Region Economic Development Strategy **focus on outcomes not readily delivered by government or business/ industry working independently, but those which can be delivered with coordination of effort and intervention**. This approach is designed to leverage the collaborative and positive environment of the G21 region.

[2] The G21 region includes The City of Greater Geelong, Surf Coast Shire, Colac-Otway Shire, Golden Plains Shire and the Borough of Queenscliffe

1.3 Project Process

The following figure outlines the project approach adopted for the delivery of this project.

Figure 1.1. Project Approach & Process

Stage	Stage I Background Paper	Stage II Consultation	Stage III Economic Development Strategy
Processes	Data collation Research Consultation	Meetings & workshops with local government, business, industry, broader community, and key local organizations and institutions Stakeholder comment	Identification of opportunities Identification of Game Changers Implementation Plan Additional consultation
Outcomes	Detailed understanding of the baseline environment and competitive edge of the region	Extensive input and feedback from all sectors of the local community on the opportunities and draft strategy	Economic Development Strategy Priority focus areas Strategy 'Toolbox'

Source: AEC*group*

2. Current Regional Context

This chapter provides an overview of the key socio-economic data for the G21 region as well as an overview of the key factors and competitive advantages/ limitations influencing the future development of the region. Additional detail is available from the *Regional Economic Profile – G21* and the *Regional Economic Profile – G21, Regional Economic Growth Project* publications by the Victorian Government as well as the Background Paper prepared by AEC*group*.

2.1 Socio-Economic Overview

The people of the G21 region are, and will continue to be, a key contributor to the region's growth and development. The current and future socio-demographic and economic characteristics of the G21 region must be understood to realise the region's full development potential. Continuing growth in the G21 region means its ***socio-demographic and economic makeup will continue to change*** in coming years, ***representing many opportunities and challenges***.

- Population:
  - Population of 288,937 (2012), equating to about ***7% of the population of Greater Melbourne (GCCSA)*** (4,248,344), with ***strong population growth forecast to 2031*** (1.6% p.a.), above Greater Melbourne (GCCSA) (1.4% p.a.).
  - An ***older and more rapidly ageing population*** (baby-boomer generation) than Melbourne SD will result in a ***higher and faster growing dependency ratio[3] in the future*** (54.7% in 2011 to 66.5% in 2006, vs. 45.5% and 53.2% in Melbourne SD).
- Education and Qualifications:
  - G21 ***generally has a lower level of formal education*** than Melbourne SD (about half the postgraduate rate and almost 40% greater rate of leaving secondary school in Year 10 or below) ***but stronger trade-skill base*** (greater diploma/certificate rate), reflecting the region's ***strong manufacturing heritage***.
  - Utilising and building on existing skills with further qualifications can help to develop ***high value-add employment***.
- Employment:
  - Estimated ***labour force of 146,178, equating to 6.4% of Greater Melbourne (GCCSA) SD***.
  - ***Lower unemployment than Melbourne*** (5.5% vs. 5.6 in June quarter 2013).
  - ***Key economic and employment sectors*** are represented by ***health care & social assistance, retail, manufacturing, education & training, construction and professional services***.
  - The ***shift towards a service oriented economy*** is expected to continue across the region.
- Gross Regional Product (GRP)/ Household Incomes:
  - ***GRP of $12.95 billion in 2013, equating to 5.4% of Greater Melbourne (SA4)*** ($241.90 billion) implies lower GRP/ capita than Greater Melbourne (SA4).
  - ***Proportionately larger manufacturing sector than Greater Melbourne Statistical Area***.
  - Similar value added per employee ($120,000 vs. $130,000).
  - ***Average weekly incomes below Melbourne SD*** ($1,272 vs. $1,497 for family households and $628 vs. $812 for non-family households).

[3] Dependency ratio is the ratio of young children (0-14 years) and post-retirement age adults (65+ years) to working age residents.

- Other:
  - Affordable residential land and housing.
  - Strong base of cultural and recreational activity.
  - Desirability for families.
  - Strong sense of community

2.2 Infrastructure Overview

Infrastructure provides the pathways for goods, services, information and people to move into and through a region, it is critical to the appropriate development of the G21 region. More than simply roads and railways, critical local infrastructure and development enablers should be recognised as including cultural facilities and spaces for community interaction.

Table 2.1. Key Regional Infrastructure

Infrastructure Type	Name	Description
Transport	Avalon Airport	• Domestic and general aviation • Expansion opportunities including an international terminal • General regional under provision of light aircraft facilities, potential for growth • Close proximity to Shell refinery
	Lethbridge Airport	• General Aviation, emergency services, aeronautical industry support services, tourism
	Geelong Port	• Relatively busy with future potential (e.g. container growth) • Modern facilities • Gaps in port and road infrastructure as identified in the Geelong Port – City 2050 Strategy • Shallow channel of Corio Bay needs to be addressed to enable growth
	Rail	• Broad gauge rail services through the west of the region and Geelong • Preliminary studies are currently undertaken to potentially restore regular passenger services from Ballarat to Geelong, as well as establishing a potential rail connection into Avalon Airport via the Melbourne to Geelong rail corridor • Future opportunities in Colac, Geelong and Golden Plains
	Road	• Princess Freeway and Princess Highway provide connection to Melbourne and beyond. • The Princess Freeway is one of the busiest traffic count points in Regional Victoria for both cars and commercial vehicles. • Major planning completed for key road additions (e.g. Ring Road network to service southern and Bellarine Peninsula, duplicated Princes Hwy to Colac, rural road network, east-west traffic through Geelong) • Currently takes haulage through the CBD
	Passenger	• Strong transport and infrastructure with appropriate capacity for short to medium term (e.g. Geelong's Ring Road) • Planned expansions should ease pressure on Geelong-Melbourne rail link • Strong growth in bus patronage • Difficult/ insufficient intra and cross regional links
Utilities	Water	• Region is well serviced in terms of water and sewerage • Recent investments in pipeline (Melbourne to Geelong), water treatment (Northern Water Plant) infrastructure • Continued growth of region will likely put pressure on services /infrastructure • Recent further investment in potable water supply to secure supply for intensive animal husbandry and other industries in the rural hinterland.
	Gas and Electricity	• Region is well serviced • Challenges in future to provide for growth
	ICT	• Limited optic fibre connections and ICT in general • NBN will enhance the region substantially and provide beneficial infrastructure supporting economic development • Mobile connectivity on train from Melbourne insufficient • Many new developments planning to be fibre optic enabled

Infrastructure Type	Name	Description
Social, Health, Education, Tourism & Recreation Social, Health, Education, Tourism & Recreation (cont.)	Health	• Broad variety of health assets and infrastructure (i.e. hospital, community health services, specialist services, aged care). • Strong connections and linkages between health services and educational institutions (i.e. Deakin University)
	Education, Research and Development	• Presence of high profile education and research institutions • Key assets: Gordon TAFE, Deakin University, CSIRO Australian Animal Health Laboratory and CSIRO Materials Science and Engineering, AFFRIC including Carbon Nexus, Geelong Technology Precinct, Barwon Health, Geelong Grammar
	Public Realm and Cultural Facilities	• Growth of creative industries evidenced by progressive employment growth • Geelong Performing Arts Centre and Geelong Library and Heritage Centre, Geelong Gallery and National Wool Museum represent key regional infrastructure for the arts, lifelong learning and entertainment • Art in the Public Realm indicates civic pride and identity
	Sporting	• Major assets service the region well (e.g. Kardinia Park) • Gaps identified around boating, recreational fishing, non-traditional sports
	Tourism	• Tourism is well developed and an important contributor to the economy of some regions in particular (i.e. Surf Coast). • Limited facilities to cater for some niche markets (e.g. higher end hotels, conventions) • Significant potential to grow the tourism sector and broader its spectrum to new markets/tourism experiences

Source: AEC*group*

2.3 External Influencing Factors

The G21 region operates and competes in a global marketplace – exposing it to a variety of influencing factors beyond the control of government or the private sector. Considering the external factors that may influence and impact on the potential development of the G21 region is critical to developing a realistic and effective economic development strategy. These factors are outlined in the following table.

Table 2.2. External Influencing Factors

Description	Description
Climate change and security of supply	• Coastal regions threatened by rising sea levels • Agriculture threatened by impacts to weather, water availability, temperature changes • Exposed to potential impacts of peak oil (being a regional area) • Power and water access/affordability to be an issue in the future
Shift to knowledge based advanced manufacturing	• Result of decline of Australian traditional manufacturing especially affecting G21 including closure of Alcoa, Ford, Qantas heavy maintenance fleet • Higher technology and niche products are sustaining this industry • Potentially significant industry to the region • Presents an opportunity for innovation and future jobs growth in high-tech and design specialisations
High exchange rate & global trade	• Negative on low value, high volume manufacturing, tourism and agriculture impacts • Positive impacts for businesses who import from other countries • Changing nature and rates of growth of traditional and newer trading partners • Strong growth and relative resilience of China and emerging Asian nations may support demand for local produce in the future • Shift in Australia to high manufacturing cost environment
Skills shortage	• National issue, especially for technicians and trades persons • Thus, particularly relevant to G21
Changing consumer preferences	• Increased demand for organic, waste neutral, healthy food • Awareness of food miles has increased demand for 'local' food • Higher demand for services (e.g. health, aged care, recreation and allied services) • Increased demand for personalised product and services
Global population growth and food security	• Global population growth can provide growing support for local products. • Increased global connectivity (through internet, increased global trade and increased opportunity for travel) may expand the potential markets for local businesses - of all sizes • Food security will become a greater focus as the global population continues to increase. • Food and beverage manufacturing is likely to be supported by increased demand for food, which can be easily exported • Rising influence of middle class across Asia

Description	Description
Internet Connectivity	• The NBN will facilitate a broad range of local economic activities in the region, including enabling teleworking (reducing congestion), and encouraging business attraction and retention outside of the major cities. • Population may also become more dispersed over the longer term as the perceived or real gap between connectivity in major cities and support centres is minimised.

Source: AEC*group*

2.4 Competitive Edge

The following have been identified as representing the key sustainable competitive advantages for the G21 region at this point. These competitive advantages are also expected to be sustainable as the region moves forward.

Table 2.3. G21 Region's Competitive Edge

Competitive Advantage	Description
Proximity to metropolitan Melbourne	• Immediate access to markets of Geelong (e.g. households, business, service, cultural, student tourist) • Potential to leverage workforce
Connectedness and collaborative attitude	• G21 – Geelong Regional Alliance is one of most advanced regional development organisations in Australia • United and collaborative front for structural planning and delivery of strategic projects • Coordinated and collaborative across key initiatives
Manufacturing sector	• High representation and historical trade/ manufacturing skill base within the Greater Geelong workforce • Significant direct and flow-on benefits from this sector • Transitioning from low value, high volume to advanced/ knowledge based manufacturing • Nationally and internationally recognized brands headquartered in Geelong • Available land and facilities
Health sector	• Barwon Health is 11th largest health network in Australia • Deakin Medical School and Research Centre • Significant private health operations in Greater Geelong • Very strong practitioner presence in Greater Geelong • There are still gaps in health service across the broader region
Arts and culture	• Geelong Performing Arts Centre • Geelong Gallery • Geelong Library and Heritage Centre • National Wool Museum • Old Courthouse • Geelong Cultural Precinct • Existing skills base and networks • Strong local and visitor patronage
Infrastructure	• Region well serviced, with only some key gaps (i.e. intra-regional rail connectivity, ICT and NBN) • Existing and coordinated planning initiatives to maintain this competitiveness • Strong capacity to accommodate population, employment and tourism growth • Development potential and inter-modal freight opportunities with the confluence of Avalon airport, the Port and road and rail infrastructure
Education and research	• Significant education capacity (e.g. primary, secondary, trade and vocational and tertiary level) • Respected and high profile education facilities (Geelong Grammar, Gordon TAFE, Deakin University (two campuses)) • Existing CSIRO facilities: CSIRO Australian Animal Health Laboratory and CSIRO Materials Science and Engineering, Geelong Technology Precinct • The Geelong Centre for Emerging Infectious Diseases will provide a further competitive edge to the region in terms of advanced research and education facilities • Opportunity to extend existing innovation, research and development capacity to local private sector
Population size and concentration	• The City of Greater Geelong is the second largest city in Victoria and is forecast to continue growing • A higher population concentration within an urban area enables the provision of a wider and higher level of services, infrastructure and employment opportunities that may not be possible otherwise (i.e. higher level health and allied services, legal, accounting and finance services)

Competitive Advantage	Description
Lifestyle/ tourism	• Regional tourism assets (e.g. Great Ocean Road, Otways and Bells and surrounding beaches, Geelong Cats, Bellarine Peninsula) • Region attracts numerous domestic and international tourists • Key existing tourism themes include beach/nature, eco-tourism, food and wine • Well served by local tourism organisations • Opportunity to expand the reach of tourism to other parts/markets within the region. • Strong potential to package and expand lifestyle and tourism offering • Experiential infrastructure links such as the Great Ocean Road and the Queenscliff – Sorrento ferry service • Cultural Tourism including galleries, music and other festivals, public art
Environmental and Built assets	• Unique and well known environmental assets: Bass Strait/ Great Ocean Road coastline, marine national parks, Otway forests, national parks and internationally significant wet lands • Potential to further capitalise on such assets by broadening eco-tourism opportunities raising the profile of environmental assets, while ensuring its preservation • Potential to further capitalise on built heritage assets through cultural tourism
Agricultural production	• Rural areas in the central and western parts of the region have highly fertile land, and enjoy good rainfall • With large tracts of available land, opportunity to expand production/diversify production, while enjoying relatively proximity and good connectivity to key metropolitan, Australian and global markets
Available land	• Underutilised (and thus, great potential) agricultural land in some areas. • 4,000 ha of land zoned and designated for the Golden Plains Food Production precinct to actively encourage intensive animal husbandry and complimentary uses including waste management, horticulture, aquaculture, renewable energy and food processing • Potential agricultural land would be well supported by existing production and businesses • Significant potential industrial land availability in north near existing infrastructure (e.g. Geelong and other G21 regional centres)

Source: AEC*group*

2.5 Key Sub-Regional Characteristics

G21 region is a diverse and varied region. There are five municipalities with distinctly different characteristics and, as a result, opportunities capabilities for future development. The key characteristics of each municipality are outlined in the following table.

Table 2.4. Key Sub-Regional Characteristics

Local Government Area	Description
Colac-Otway Shire	A largely agricultural and ecotourism area – the Colac-Otway Shire region has large amounts of developable land, strong food and beverage and timber manufacturing sectors, as well as a significant portion of the Great Ocean Road. Colac-Otway has potential competitive strengths in developing eco-tourism and renewable energy research further, as well as leveraging its agricultural base with value-adding manufacturing/ processing activities.
Golden Plains Shire	The undeveloped land of Golden Plains is well situated to provide development land for the G21 region's growth and provide future settlement lands for residents. Another key strength of Golden Plains is its acceptance and hosting of intensive agricultural and other industries. Golden Plains has a wide variety of agriculture, from broad acre grain farming in the south of the district, to pig and poultry farming operations around Lethbridge and winegrowing in the Moorabool Valley.
City of Greater Geelong	The largest sub-region by both population and economic activity, the City of Greater Geelong is the business and industry heart of the G21 region and houses the majority of the workforce. The City of Greater Geelong also has significant strategic assets such as the CSIRO research facility, hospitals, Deakin University and the Gordon Institute of TAFE. Geelong's manufacturing history and transition into advanced manufacturing techniques demonstrates the city is capable of complex production methods, with highly skilled staff.
Borough of Queenscliffe	By far the smallest sub-region by both geography and population, the Borough of Queenscliffe contains some of the G21 region's most significant historic buildings. The Borough of Queenscliffe is an attractive destination for tourists given the Queenscliff to Sorrento Ferry, unique Defence Force facilities, pristine natural environment and remarkable water views. Queenscliffe's strong community and rich heritage are among its key strengths. It has comparatively expensive real estate and high income residents.

Local Government Area	Description
Surf Coast Shire	Surf Coast Shire has strong competitive advantages in the tourism sector, with the globally recognised Great Ocean Road and Bells Beach/ Torquay surf culture precinct all offering world-class tourism assets. Surf Coast Shire requires connecting infrastructure to Geelong/Melbourne with the extension of the Geelong Ring Road to provide the catalyst for the next phase of tourism growth. Away from the coast, agricultural production in the Surf Coast Shire has developed niche markets in pork production (Otway Pork), as well as beef, wool, poultry and stock feed crops.

Source: AEC*group*

3. The Desired Future

3.1 G21 Regional Vision

The G21 region is geographically, economically and culturally diverse. The Geelong Region Plan (2007), released by the G21- Geelong Regional Alliance, contains the following vision statement and direction regarding economic development.

"In 2020, the Geelong Region is Australia's most desirable destination for living, visiting and investing; it is renowned for its vibrant, cohesive community, exceptional physical environment and vigorous economy."

There are five core directions within the Geelong Regional Plan, Direction 4, 'Refocus our economy' states that by 2050,

> *"...the G21 Region will be a globally significant competitor in industry sectors of high comparative advantage, generating and attracting skilled workers and investment within a sustainable business environment"*

3.2 Desired Regional Outcomes

Geelong Regional Plan – Direction 4: Refocus our Economy

The four key policies of strategic 'Direction 4: Refocus our economy[4]' respond to the vision and a range of challenges identified in the G21 Regional Plan. These four policies should be considered and incorporated into any economic development strategy for the G12 Region and include:

4.1: Respond to global competition

4.2: Improve industry efficiency, innovation and commercialisation

4.3: Reduce skills gaps and shortages

4.4: Improve the operating environment for business

Behind these four policies are a range of regional objectives highlighting the need for collaboration, planning, information sharing, skills transfer, enabling infrastructure, investment, research and development, innovation, entrepreneurship, leadership, commercialisation, efficiency and productivity, value adding, education and skills development, culture and attitudinal change, and sustainable economic development in the G21 region.

To clearly identify what this vision and direction means for the G21 Region Economic Development Strategy, a wide range of key regional stakeholders were asked to describe what the ideal G21 region of the future looked like to them. Three scenarios were presented to assist stakeholders in framing the potential future G21 region. These were 'More of the Same' (Scenario 1), 'Building on Our Regional Strengths' (Scenario 2) and a 'Game Changer' – projects that have the potential to transform the region – (Scenario 3) scenario.

The first two scenarios represent outcomes that are likely able to be delivered by local government under their current economic development and governance regimes. The 'Game Changer' scenario represents the outcomes possible if the region focuses its collaborative energies and development activity on key initiatives that have the potential to change the face of the regional economy and socio-demographic structure.

[4] The other strategic directions of the G21 Regional Plan include direction 1: Protect and enhance our environment, Direction 2: Create sustainable settlements, Direction 3: Strengthen our communities and Direction 5: make it happen

Overwhelmingly the regional outcomes associated with 'The Game Changer[5]' scenario were the most strongly desired.

Outcomes associated with the 'Game Changer' scenario are described in the table below

Table 3.1. Targeted Future Outcomes for the G21 Region

Attribute	Outcome Of Strategy Delivery
Future Population	500k+ people
Labour Force Capacity	New range of skills – individuals are skilled in new areas and industries, with new skills being attracted to the region to assist in broader capability development of the labour force
Economic Diversity	A diverse economy with a focus on industry with strong flow on effects
Cultural Activity	A highly sought after region of choice, attracting attendance from outside the region
Innovation	Global centre of innovation, commercialisation and education
Infrastructure	Key strategic infrastructure is planned for and delivered ahead of time
Governance	Leading with shared strategic vision
Regional Perception	Identified and recognised as a region of choice
Role and Function	Provide high-level service centre alternative to Melbourne Central Activity Centre for Victoria

Source: AEC*group*

3.3 Strategic Focus Areas

The regional objectives identified in the Geelong Regional Plan (paraphrased above) and the desired regional outcomes identified in Section 3.2 were examined and discussed in detail with a range of regional stakeholders to identify and distil the key focus areas for the G21 Economic Development Strategy. The strategic focus areas, and their rationale, identified include:

- Strategic Focus Area 1: Strategic and Integrated Transport Infrastructure
- Strategic Focus Area 2: Vibrant and Active Region
- Strategic Focus Area 3: Coordinated Delivery of Critical Growth Infrastructure
- Strategic Focus Area 4: Learning and Innovation
- Strategic Focus Area 5: Investment Ready

Each strategic focus area has a strategic goal, targeted outcomes to be realised, and a range of progress measures to track and assess progress over time. These are outlined in the sections below.

A range of development initiatives were also identified to support each strategic focus area. These form a selection of key development initiatives and opportunities currently identified. A broad range of new and different development initiatives are expected to be identified on a regular basis. New opportunities should be appropriately embraced and pursued within a coordinated and structured implementation framework. New opportunities should be assessed and incorporated at detailed strategy review and refocus periods to ensure intelligence and information is gathered and stored over time.

The success of the G21 Region Economic Development Strategy will be measured by its progress toward, and realisation of, the strategic focus areas and their targeted outcomes

[5] "Scenario 1 – More of the Same" and "Scenario 2 – Building on Our Strengths" both have valid economic development pursuits, however, the "Scenario 3 - Game Changer" approach captured the virtually unanimous desire across all stakeholders engaged in this study for the G21 region to do more than just stay the same, grow in line with broader trends or to leverage the many obvious strengths of the region.

3.3.1 SFA 1: Strategic and Integrated Transport Infrastructure

Rationale: Strong communities, sustainable settlements and prosperous business and industry all rely on the transport of goods and people within the local area and to and from surrounding areas. Without good transport infrastructure, inefficiencies and isolation will prevail, drawing people and activity from the region to places where it is easier to move.

Description	Detail
Strategic Goal	Strategic (inter- and intra-regional) transport infrastructure linking the G21 region, enabling swift and efficient movement of freight and passengers and encouraging the interaction of all regions within G21 with other surrounding regions
Targeted Outcomes	• Freight out of Geelong CBD • Increased tourism visitation/ expenditure • Increased local job accessibility • Improved travel efficiency/ time (to/ from and throughout the G21 region)
Progress Measures	• Freight and passenger travel time between key nodes (Melbourne, Bannockburn, Queenscliff, Anglesea, Geelong) • Avalon PAX and freight (tonnes) • Tourism visitation (particularly day trips) (Total and share of Victorian and Australian markets) • Employment (place of residence by place of work)
Key Development Initiatives	• Completion of the Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac-Otway Connections • Regional Rail Express • National freight and logistics hub • Transit link to Torquay • Development of additional freight connections • Development of Avalon (freight and international airport) • Development of Lethbridge Airport (general aviation, emergency services, aeronautical industry support services, tourism.

Source: AEC*group*

3.3.2 SFA 2: A Vibrant and Active Region

Rationale: Active regions attract educated, skilled and interesting people with innovation and diversity of opinion, attitude and experience. Cultural activity is an important barometer of a region's vibrancy, along with the diversity of its local population. New ways of thinking are critical to reform and restructure industry, behaviour and perception and responding to future challenges.

Description	Detail
Strategic Goal	A vibrant and active region with identifiable and distinct activity nodes in surrounding areas
Outcomes	• Reactivation of and investment in Geelong CBD and ancillary investment in Corio and Norlane • Investment in towns across region including Birregurra, Forrest, Colac, Bannockburn, Winchelsea • Nationally and internationally recognised events, festivals and tourism activities • Activated areas day and night (in each key regional settlement) • Population growth (driven by high quality jobs and lifestyle amenity) • Culturally aware and diverse population • Tourism growth
Progress Measures	• Population density • Population growth • Diversity index (ethnicity, age, education, industry/ occupation) • Cultural event/ festival visitation • Number of events/ festivals held • Educational attainment

Description	Detail
	• Tourism visitation (by purpose of visit) (Total and share of Victorian and Australian markets) • Proportion of new dwellings that are infill • Capital investment (private/ public) in each of the key population, tourism and cultural centres
Key Development Initiatives	• Geelong City Centre Reactivation • Geelong Cultural Precinct Redevelopment • Geelong Convention & Exhibition Centre • Land assembly in key development corridors • Yarra St Pier Cruise Ship Facility • Geelong Centre for Emerging Infectious Diseases • Bannockburn Civic Heart Development

Source: AEC*group*

3.3.3 SFA 3: Coordinated Delivery of Critical Growth Infrastructure

Rationale: The G21 region is large and growing (i.e. population, employment and economy). Without coordination of critical infrastructure to support growth, population expansion and business investment (external and local) will underperform and not realise the region's potential. Beyond the basic utilities, critical regional infrastructure includes ICT, health and education services and cultural and artistic assets/networks. In the absence of coordinated planning, ad hoc development, however well intended, will deliver a sub-optimal result and leave the G21 Region uncompetitive in the global market. The G21 Regional Growth Plan Implementation Plan delivers such a coordinated plan out to 2050.

Description	Detail
Strategic Goal	Accelerated delivery of critical infrastructure supporting growth, development, community and cultural interaction and investment attraction
Outcomes	• Planned and prioritised infrastructure for a population of 500,000 (road, rail, port, airport, utilities and ICT) • Identified trigger points to facilitate infrastructure development before constraints/ saturation points are hit • Enabled business investment and jobs • Efficiency gains (travel, business, transaction) • Integrated planning and integration with broader strategic planning initiatives • Realisation of infrastructure development ahead of time
Progress Measures	• G21 Regional Growth Plan completed
Key Development Initiatives	• This game changer requires the development of a 'Coordinated Critical Infrastructure Plan'. The G21 Regional Growth Plan Implementation Plan delivers this coordinated plan out to 2050. It prioritises the key initiatives to be pursued under this game changer.

Source: AEC*group*

3.3.4 SFA 4: Learning and Innovation

Rationale: Education, learning and innovation is critical for the development of sustainable and prosperous societies, settlements and economies. Clear education pathways and a diversity of options for education and skills/ capacity development are key to unlocking the regions potential. Development and commercialisation of innovation will contribute to the local economy being competitive and attracting investment in a changing global market. Leading research into issues that affect the local region as well as broader Australian and world-wide needs has the potential to set the G21 Region apart.

Description	Detail
Strategic Goal	Recognition of G21 region as a leading learning and innovation region focussed the generation, development and extension of knowledge
Outcomes	• Local adoption of local innovation and R&D • Increased education attainment • High patent registration • Global recognition as a region that facilitates commercialisation of innovation • Established innovation funding processes (recognised as international best practice)

Progress Measures	• Patent registrations/ capita
	• Business start-ups
	• Annual release of innovation funding
	• Education attainment:
	  ○ High school completion
	  ○ Higher education
	  ○ Trade based skills
	• Average income
	• Gross value added per employee and per capita

Key Development Initiatives	• Globally significant innovation and research centre • Consolidation of Deakin waterfront campus (including links to Geelong CBD) • Regional innovation committee (e.g. Smart Geelong Network). • Extension of learning pathways • Business mentoring program

Source: AEC*group*

3.3.5 SFA 5: Investment Ready

Rationale: Areas of G21 need reinvigoration and investment. Business investment follows infrastructure investment, which in turn supports jobs and population growth. Growing regions have strong job opportunities, which can lead to greater education and training. Preparing the G21 Region for investment (public and private) is key to generate an accelerated development path and realise the regions potential sooner.

Description	Detail
Strategic Goal	Outcome driven and solution focussed business investment location. Promotion of the G21 region as a major business investment destination, to drive the facilitation of new investment and job generation into the region.

Outcomes	• Increased investment (private and public)
	  ○ External
	  ○ Local re-investment
	• Expansion of local businesses, employment and associated population.
	• Establishment and attraction of new businesses
	• Attraction of key strategic businesses to the G21 region
	• Creation of Jobs
	  ○ Existing industries
	  ○ New industries
	• Increased domestic and international exposure

Progress Measures	• Jobs generated
	• Population growth
	• Investments:
	  ○ Local
	  ○ External
	• Ratio of private/public sector capital investment
	• Office vacancy
	• Number of major trade shows/conferences hosted
	• Number of strategic businesses/activities moving to the G21 region

Key Development Initiatives	• Open for Business • Business development initiatives • Marketing and public relations • Business expansion and retention programs • Major trade shows/conferences to promote investment

Source: AEC*group*

4. Game Changers

Identify Game Changers

Identifying those initiatives that represent the most effective use of resources to deliver the desired economic development outcomes for the G21 region involves considering their attributes against a number of key points. Key attributes of game changing initiatives are outlined in the table below.

Identifying Game Changers

Attribute	Outcome Of Strategy Delivery
Transformational	Each game changer initiative must deliver distinct and lasting regional benefits with a catalytic effect on the broader region.
Require Collaboration	Game changers must be initiatives that cannot be readily implemented by a single local government or organisation, they must require cross-government collaboration and intervention.
Catalytic	It is important the initiates selected to lead further direct investment are catalytic in their nature to deliver economic growth and activity.
Promote Awareness	Have the potential to address regional issues/change perceptions and articulate an accurate message regarding the development and growth potential in G21.

Source: AEC*group*

The key development initiatives identified in the preceding section were examined against the attributes to be a game changer. Their ability to meet each of the game changer attributes were evaluated based on the following system:

- **No ticks:** the development initiative does not fulfil a particular game changer attribute;
- **✓:** the development initiative may somewhat fulfil, although to a limited extent, a particular game changer attribute;
- **✓✓:** the development initiative fulfils and satisfies a particular game changer attribute.

The Game Changer initiatives were identified by examining the scores of each development initiative against the game changer criteria outlined above.

4.1 SFA 1: Strategic and Integrated Transport Infrastructure

Initiatives examined as potential game changers for this strategic focus area included:

- Completion of the Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac-Otway Connections
- Regional Rail Express
- National freight and logistics hub
- Transit link to Torquay
- Development of additional freight connections
- Development of Avalon (freight and international airport)

Table 4.1. Strategic Focus Area 1, Development Initiative Ability to Fulfil Game Changer Criteria

Attribute	Completion of the Ring Road	Regional Rail Express	National freight and logistics hub	Transit link to Torquay	Development of additional freight connections	Development of Avalon (freight and international airport)
Transformational	✓✓	✓	✓	✓✓	✓	✓
Require Collaboration	✓✓	✓✓	✓	✓	✓✓	✓✓
Catalytic	✓✓	✓	✓✓	✓	✓	✓✓
Promote Awareness	✓✓	✓	✓	✓	✓	✓
Total	**8**	**5**	**5**	**5**	**5**	**6**

Source: AEC*group*

Based on the overall ability of each development initiative to fulfil the attributes required to be a game changer (table above), **Completion of the Ring Road with Surf Coast, Bellarine Peninsula, Bannockburn and Colac connections** is identified as the most suitable option. This game changer represents the extension of the Geelong Ring Road to Torquay, another river crossing to the Bellarine Peninsula and completion of the Ring Road network). A summary of the key benefits and implications generated by this game changer are provided in the table below, with a more detailed description in Appendix A.

Table 4.2: Implications of the Game Changer, Completion of the Ring Road

Implication / Benefit	Description
Improved and Integrated Connections	• Ease current transport limitations • Provide for the traffic generated by growth areas, such as • Torquay and provide better connection to these • Facilitate the development of other infrastructure (i.e. freight hub)
Improved Visitor Experience and Enhanced Tourism Market	• Ability to cater for significant growth in tourism that is forecast for the region (i.e. current tourism road infrastructure is at capacity) • Further develop new and existing tourism sectors • Increase tourist numbers through faster and more efficient roads • Development of the Bellarine Peninsula tourism market
Improved Local Business Sustainability	• Reduce vehicle movements through central Geelong and provide an opportunity for its further pedestrianisation and revitalisation • Increased business activity through improved access to Melbourne • Increase year round business activity • Improved investment and business opportunities
Facilitate Development and Growth across the region	• Support population and employment growth across areas forecast to grow significantly (i.e. Bannockburn, Winchelsea and Colac) • Easier and faster access to Melbourne and beyond • Improved accessibility to the Greater Geelong and the Bellarine Peninsula Tourism region market, supporting employment and population growth.

Source: AEC*group*

Initial actions proposed to activate Game Changer:

- Planning and delivery of high speed link to join with ring road as constructed;
- Planning for the east west arterial link through Armstrong Creek and further river crossing to service the Bellarine Peninsula.

4.2 4.2 SFA 2: A Vibrant and Active Region

Initiatives examined as potential game changers for this strategic focus area included:

- Geelong City Centre Reactivation
- Geelong Cultural Precinct Redevelopment
- Geelong Convention & Exhibition Centre
- Land assembly in key development corridors
- Yarra St Pier Cruise Ship Facility

Table 4.3: Strategic Focus Area 2, Development Initiative Ability to Fulfil Game Changer Criteria

Attribute	Geelong City Centre Reactivation	Geelong Cultural Precinct Redevelopment	Geelong Convention & Exhibition Centre	Land assembly in key corridors	Yarra St Pier Cruise Ship Facility
Transformational	✓✓	✓✓	✓✓	✓	✓
Require Collaboration	✓✓	✓✓	✓	✓	✓
Catalytic	✓✓	✓	✓	✓	✓
Promote Awareness	✓✓	✓	✓✓		✓✓
Total	**8**	**6**	**6**	**3**	**5**

Source: AEC*group*

Based on the overall ability of each development initiative to fulfil the attributes required to be a game changer (table above), **Geelong City Centre Reactivation** is identified as the most suitable option. This game changer denotes the development of high-density residential space in Geelong CBD to assist in the reactivation of the city centre, grow further advanced service activities (including opportunities for state and national business headquarters), provide culturally diverse lifestyle options for the G21 region, and lead reinvestment in retail and commercial space in the CBD. This initiative has the potential to create a distinct and recognised city centre for the G21 Region. A summary of the key benefits and implications generated by this game changer are provided in the table below, with a more detailed description in Appendix A.

Table 4.4: Implications and Benefits of Game Changer, Geelong City Centre Reactivation

Implication	Description
Improved Perception of the Region	• Geelong to be a well renowned global example of best practice CBD regeneration • Provision of a full range of cultural, recreational and lifestyle and activity options to residents across the CBD improves Geelong's regional perception
Improved Commercial and Development Feasibility	• Flexible and proactive planning initiatives and zonings • Encouragement of urban regeneration and streetscape improvements, higher density housing options • Population and activity (e.g. employees, students, visitors, etc) concentrated in one area improving commerciality of development
Enhance Vitality and Patronage	• Support high volumes of foot traffic, a range and diversity of housing options, high quality shopfronts with a broad retail offering, a commercial heart, effective management of car traffic • Increased population through higher densities increase patronage creating a critical mass of activity prompting and supporting spin off nodes of arts and culture activity across the region generally • Strengthened business case for additional cultural facilities • Development of activity along transport (footpath) corridors between activity, employment education centres and recreation
Provision of Regional Benefits	• Improved public transport infrastructure and service provisions to benefit the broad region • Many spill over benefits to residents across the region

Source: AEC*group*

Initial actions proposed to activate Game Changer:

- Support Deakin's commitment to growing the waterfront campus to 10,000 students as a priority and facilitate accommodation options for students accordingly.
- Support funding initiatives to expand the Geelong Cultural Precinct and other nodes of arts and cultural activity throughout the region.
- Support the City of Greater Geelong in its efforts to lobby for State Government funding to rebuild the Yarra Street Pier and provide for cruise ship destination in Geelong.
- Identify and prioritise land assembly needs for Geelong CBD.
- Instigate infrastructure developments to remove significant volumes and heavy freight from the CBD of Geelong.
- Investigate and implement investment incentives for Geelong CBD development

4.3 SFA 3: Coordinated delivery of Critical Growth Infrastructure – the G21 RGP Implementation Plan

A Coordinated Critical Infrastructure Plan is identified as a standalone and key requirement to deliver against the strategic focus area of coordinating the delivery of critical growth infrastructure ahead of time. It fulfils and satisfies all of the key attributes that define a game changer, being transformational, requiring collaboration, being catalytic and promoting awareness of the region and it will sent the foundation for the efficient and effective delivery of infrastructure for the next 50 years in the G21 region. It entails development of an integrated infrastructure plan to accelerate the delivery of critical infrastructure in a coordinated manner for the long term growth and economic prosperity for the region. The integrated infrastructure plan, inclusive of transport and communications, will provide direction for the ongoing provision of infrastructure and provide a lobbying strategy to deliver the essential infrastructure to stimulate economic growth across the region in a prioritised fashion, ensuring infrastructure availability or capacity is not an impediment to growth.

The G21 Regional Growth Plan implementation Plan delivers this game changer for the G21 region.

Table 4.5: Strategic Focus Area 3, Development Initiative Ability to Fulfil Game Changer Criteria

Attribute	Coordinated Critical Infrastructure Plan
Transformational	✓✓
Require Collaboration	✓✓
Catalytic	✓✓
Promote Awareness	✓✓
Total	**8**

Source: AEC*group*

A summary of the key benefits and implications generated by this game changer are provided in the table below, with a more detailed description in Appendix A. This game changer has been effectively delivered already with the development and implementation of the G21 RGP Implementation Plan.

Table 4.6: Implications of Game Changer, Coordinated Critical Infrastructure Plan

Implication	Description
Cost and Time Effective Delivery of Regional Infrastructure	• Accurate, effective, coordinated and collaborative planning leading to cost effective and timely roll out of infrastructure. • Ensures that cost duplications, blowouts and time delays are minimised.
Disciplined Approach and Coordinated Key Stakeholder Activity	• Disciplined and methodical approach to planning and delivering infrastructure required to support economic and population growth and goals across the region • Co-ordination between municipalities and key stakeholders to be enhanced through a strategic plan
Support Economic and Employment Growth	• Essential infrastructure delivered in a manner to stimulate and support business investment, prompting economic, employment and population growth and associated cultural and recreational activity • Supports economic prosperity across the region
Promote the Region's Image for Investment	• Sends clear message to businesses, industry and other investors that the region is investment ready and supports growth • Highlight to investors prospective development nodes and regions through communicating infrastructure plans and priorities

Source: AEC*group*

Action proposed to activate Game Changer:

- Implement the recommendations of the G21 Regional Growth Plan Implementation Plan

4.4 SFA 4: Learning and Innovation

Initiatives examined as potential game changers for this strategic focus area included:

- Globally significant innovation and research centre
- Attraction of a key/strategic business/institution
- Extension of learning pathways
- Business Mentoring

Table 4.7. Strategic Focus Area 4, Development Initiative Ability to Fulfil Game Changer Criteria

Attribute	Globally significant Innovation and research centre	Attraction of a key/strategic business/institution	Extension of learning pathways	Business Mentoring
Transformational	✓✓	✓	✓	
Require Collaboration	✓✓	✓✓		✓
Catalytic	✓✓	✓✓	✓	
Promote Awareness	✓✓	✓	✓✓	✓
Total	**8**	**6**	**4**	**2**

Source: AEC*group*

Based on the overall ability of each development initiative to fulfil the attributes required to be a game changer (table above), **Globally Significant Innovation and Research Centre** is identified as the most suitable option. This game changer focusses on the initial steps toward the end goal of being recognized as a centre of innovation and learning globally. For this to happen, significant and recognizable research facilities are required, coupled with funding. Once these key ingredients are centred in the region the other existing research areas in the region can be leveraged and extended, highlighting the regions broader capacity on the world stage. However, funding for the attraction and generation of innovation is critical to achieving the end goal, as is a well-educated and

diverse local population base. A summary of the key benefits and implications generated by this game changer are provided in the table below, with a more detailed description in Appendix A

Table 4.8: Implications and Benefits of Game Changer, Globally Significant Innovation and Research Centre

Implication	Description
Focus on Local Strengths and Needs	• Leverages the region's unique capabilities to generate considerable knowledge and innovation • Create a distinct environment in the G21 region • Best-practice research focussed on practical local/ geographic or industry need that generates innovation warrants investment
Regional Benefits	• Establish a focal point for innovation (funding and topic/ investigation areas) • Attract innovation, ideas and knowledge to the region • Supports growth of a highly skilled workforce and expands knowledge base of the region • Diversifies the employment and socio-demographic base (benefiting a range of sectors and pursuits including recreational and cultural activities) • Generates interest from other similar businesses/institutions
Ongoing Development and Delivery of Information	• Develops a culture of innovation and knowledge, which is to provide stimulus for further growth across the region • Secure research funds and ensure delivery of relevant research to meet industry needs through the placement of experienced key staff
Opportunity for Anchoring by a Global Research Company	• Ensures that research is commercially relevant to industry needs • Provides impetus for additional investment and business attraction to the region

Source: AEC*group*

Initial actions proposed to activate Game Changer:

- Pursue global engagement opportunities associated with:
  - Geelong Centre for Emerging Infectious diseases (GCEID)
  - Centre for Advanced Design and Engineering Training (CADET)
- A regionally accessible venture capital/ investment fund to facilitate entrepreneurial activity

4.5 SFA 5: Investment Ready

Initiatives examined as potential game changers for this strategic focus area included:

- Open for Business
- Business development initiatives
- Marketing and public relation
- Business expansion and retention programs
- Major trade shows/conferences to promote investment

Table 4.9: Strategic Focus Area 5, Development Initiative Ability to Fulfil Game Changer Criteria

Attribute	Open for Business	Business development initiatives	Marketing and public relation	Business expansion and retention programs	Major trade shows/conferences to promote investment
Transformational	✓✓	✓	✓		✓
Require Collaboration	✓✓	✓✓	✓✓	✓	✓
Catalytic	✓	✓	✓	✓	✓
Promote Awareness	✓✓	✓	✓	✓	✓
Total	**7**	**5**	**5**	**3**	**4**

Source: AEC*group*

Based on the overall ability of each development initiative to fulfil the attributes required to be a game changer (table above), **Open for Business** is identified as the most suitable option. This game changer provides for proactive leadership and a culture of investment focused strategic and regulatory processes, which will, in itself, significantly assist in growing existing and attracting new business and investment to the region. In short, the G21 Region will be recognized as an easy place to do business and invest. A summary of the key benefits and implications generated by this game changer are provided in the table below, with a more detailed description in Appendix A

Table 4.10: Implications and Benefits of Game Changer, Open for Business

Implication/Benefit	Description
Create an Investment Conducive Environment	• Timely development, implementation and release of key infrastructure and appropriately zoned lands. • Facilitate future growth through identification of infrastructure and land requirements across the region. • Key regional economic development and investment attraction organisations unite and advocate for the G21 region. • Maintain an 'investment ready and investment embracing' culture amongst municipalities and partners to attract business.
Investment Attraction through Lobbying	• Lobbying attracts and promotes further investment and businesses to the region. • Assist funding for key leading infrastructure, and for legislative and policy amendments to overcome planning restrictions. • Promote G21 region as 'investment ready' and 'conducive for investment' where infrastructure funding leads business investment and vice versa.
Coordinated and Solution Oriented Point of Contact for Investment Enquiries	• Specific allocation of responsibility at a regional level to provide solutions for and encourage an investment-ready environment. • Ensure that an individual/ team provides an investment focused and solution led response to prospective investors.

Source: AEC*group*

Initial actions proposed to activate Game Changer:

- Undertake training for all relevant staff across all municipalities and agencies in investment focused planning/ facilitation
- Develop targeted investment attraction program (separate web, information and collateral)
- Implement business and investment attraction program.
- Identify and communicate planned employment precincts and investment notes (commercial, industrial, retail, institutional as well as special use/ interest such as arts and culture or surf industry)
- Investigate opportunities for a regional market - The G21 Region is Open for Business campaign.

Appendix A: Benefits and Implications of Game Changers

Game Changer 1: Completion of the Ring Road

Improved and Integrated Connections

- The benefits that would flow from easing the current transport limitations.
- The Victorian Government review of Stage 4C alignment of the Ring Road extension highlighted the infrastructure's paramount importance for the G21 region.
- The Ring Road connection to the Surf Coast Highway will provide for the traffic generated by the planned growth of Torquay.
- The infrastructure is a key component and enabler to many of the other initiatives (e.g. freight and logistics hub, transit link to Torquay, Development of Avalon Airport)
- It has a strategic role in facilitating access to future employment nodes and provide agribusiness with more efficient access to markets.
- The new infrastructure will deliver seamless access to the existing substantive urban areas of the Surf Coast, and the Bellarine Peninsula.

Improved Visitor Experience and Enhanced Tourism Market

- Reap the benefits of the significant anticipated growth in tourism visitation to the Great Ocean Road (expected to grow from 7 million to 10 million visitors per annum) to develop new and existing sectors. Without such game changer initiative, the ability of the G21 region to cater for significant growth in tourism may be compromised.
- Attract substantial increases in weekend traffic and tourism trips to the G21 region through promoting faster and more efficient radial road networks from Melbourne.
- Broaden the economic revenue from the tourism, cultural and development sectors through increased visitation and patronage.
- Improving access to the Bellarine Peninsula will stimulate the further development of the region as a tourism destination in its own right, unlocking latent demand for the culinary and lifestyle tourism the region can service.
- Potential activation of regional green/ eco-tourism sector and lifestyle industry.
- Develop a clearer perception of regional tourism identity and character, which will aid future growth in tourism and the development of new sectors in the G21 region.

Improved Local Business Sustainability

- Provide an alternative to the current east west movement through central Geelong, facilitating in reducing the necessity for through traffic, including major truck movements. This will provide an opportunity for further pedestrianisation of the Central Activities Area, which is critical in the revitalisation of the city centre.
- Improved access to Melbourne for existing and potential residents and business will increase activity. The development of this infrastructure will see the G21 region recognised as being only 40-60 minutes from Melbourne.
- Improved access from Melbourne and opportunities for investment through attractive zoning laws will stimulate investor interest and generate new and untapped tourism markets for the region over the entire year rather than the current seasonality.

Facilitate Development and Growth Across the Region

- Benefits are expected to flow to the entire region and are fundamental to facilitate employment growth, in line with population expansion anticipated in the southern portion of City of Greater Geelong, Surf Coast, Bannockburn, Winchelsea and Colac.

- The delivery of a high speed link will be a major benefit to the existing and future residents and businesses, which can have easier and faster access to Melbourne and markets beyond.
- Bannockburn, Colac and Winchelsea are expected to accommodate significant additional infill and growth given the infrastructure and support mechanisms in place across these settlements. To ensure that the townships realise their full potential, they will need to be supported with the completion of duplicated road access.
- The Bellarine Peninsula will be significantly more accessible with a further river crossing facilitated by the completion of the ring road network.

Game Changer 2: Geelong City Centre Reactivation

Improve Perception of the Region

- Innovation in design and transport solutions will set Geelong apart as an example of Best Practice CBD regeneration globally, providing the opportunity to use the CBD reactivation and implementation of the Cultural Precinct Masterplan as an international case study.
- A range of urban living offerings in Geelong CBD presents the opportunity for the G21 region to provide a genuinely full suite of lifestyle options to existing and potential residents. This has flow on benefits for university students and staff, business and industry recruitment efforts and the broader regional perception. A diverse population base will see a diversity of cultural and other activities in the CBD.

Improve Commercial and Development Feasibility

- Flexible and proactive planning initiatives and zonings (i.e. plot yields and floor surface ratios and parking requirements) will increase the feasibility of development in the CBD.
- Revising planning overlays for the CBD height, plot, floorspace and parking ratios will allow development of higher density apartments, while podium-level retail and commercial zonings in new developments will encourage urban regeneration and streetscape improvements.
- Generation of higher density residential, retail and commercial activity will provide an additional financial incentive, on top of those delivered through flexible and proactive planning, for reinvestment of landlords as well as the aggregation of ownership.

Enhance Vitality and Patronage

- A vital CBD is typified by high volumes of foot traffic, range and diversity of housing options, high quality shopfronts with a broad retail offering, a commercial heart, effective management of car traffic (removing car/ pedestrian interface issues) and the presence of places where diverse groups of people can interact comfortably.
- Increased population, through higher densities within the CBD, and an augmented retail offering will ensure enhanced vitality in the CBD and increased patronage.
- Major projects which are able to generate significant patronage and pedestrian activity will also help to activate the city centre.
- Adding to the new Geelong Library and Heritage Centre as an iconic building for the region, re-development of the city centre's public realm and major cultural facilities including the Geelong Gallery, Geelong Performing Arts Centre and National Wool Museum will improve perceptions of the region as a culturally sophisticated and innovative location, providing a destination point for visitors and residents alike. Raising the cultural profile of the region is expected to be an important ingredient for attracting further residential densification.

Provision of Regional Benefits

- Further investment in public transport infrastructure and service provision will also have significant benefits for other residents in the G21 region and will help to address areas of disadvantage outside of Geelong CBD.
- Reactivating Geelong CBD, the G21 region's major business and cultural hub will provide benefits for the entire region as well as opportunities to leverage, including a myriad of spill over benefits, such as strong demand for more cultural facilities and improved public transport services.

Game Changer 3: Coordinated Critical Infrastructure Plan

Cost and Time Effective Delivery of Regional Infrastructure

- Significant infrastructure expansion is expensive, time intensive to install, and has to be provided ahead of time ensure economic and population growth is not impeded. Accurate, effective, coordinated and collaborative planning ensures the most cost effective and timely roll out of infrastructure.
- It ensures that unnecessary cost duplications, blowouts and time delays are minimised through cohesive, coordinated and efficient delivery of critical growth infrastructure.

Disciplined Approach and Key Stakeholders Regional Coordination

- As the G21 region's economy grows in an unprecedented manner the necessity for a disciplined and methodical approach to planning and lobbying for infrastructure is essential.
- A plan to deliver coordinated critical infrastructure to support economic and population growth is essential for an area the size of the G21 region. The co-ordination between municipalities, relevant agencies, along with all tiers of Government will be substantially enhanced through a strategic plan to guide key stakeholders efforts.

Support Economic and Employment Growth

- Coordinated delivery ensures that essential infrastructure is deployed in a manner which stimulates and supports economic and employment growth across the region, ensuring the long term growth and economic prosperity of the region.
- In this regard, lagging infrastructure delivery impedes business, residential and employment growth and detracts from a region's investment attraction potential.

Promote the Region's Image for Investment

- Planning for, and delivering in or ahead of time, infrastructure sends a clear message to business, industry and government investors that the G21 region is business and investment ready.
- The clear communication of infrastructure development plans and priorities will also highlight suitable development nodes for all investment types.

Game Changer 4: Globally Significant Innovation and Research Centre

Focus on Local Strengths and Needs

- Coordinated, commercial and worthwhile research, that leverages the unique capabilities and builds on existing platforms, will generate considerable knowledge and create a distinct environment in the G21 region that will attract investment and employment.
- Through the generation of knowledge and innovation, considerable value is created that warrants investment from domestic and international companies. These outcomes are only generated through world's-best-practice research focussed on some level of practical local/ geographic or industry need, along with regular contact and interaction with local business and industry.

- The region will significantly benefit if the focus of research and innovation development is on local and regional industry strengths and needs. Sharing innovative ideas, solutions and expertise through active collaboration amongst key existing institutional, industry stakeholders in the region should therefore be encouraged, to enable the region to take advantage of its key existing Regional Benefits

Regional Benefits

- It enables the region to develop a focal point for innovative activities and provide the incentive to attract innovative ideas and organisations to the region.
- It facilitates the growth of a highly skilled workforce and expands the knowledge based/innovative component of the region, which assists the region in its progressive shift to a more advanced/innovative economy.
- The establishment of a global innovation/research centre in the region is likely to attract and generate interest from other similar businesses/institutions, leading to flow on impacts, such as additional investment, advanced industries, and highly skilled employees, to the benefit of the region.

Ongoing Development and Delivery of Innovation

- The creation of a culture of innovation, combined with the capabilities and environment that the centre would create, will provide the initial nucleus from which considerable organic growth across the G21 region will occur.
- The placement of key staff with a track record in both securing research funds and delivering commercially relevant research through to industry adoption will ensure new ideas have an experienced guide through the development process.
- A structured innovation development processes will be developed, focussing on innovation at three key levels, the individual, the firm and the industry level. The innovation at the industry level typically results in the development of new industries or industry value chains.

Opportunity for Anchoring by a Global Research Company

- Anchoring the facility with a global corporation will help to ensure that research is commercially relevant and focussed on the current and future business and industry needs.
- Name recognition may assist in promoting the centre and all of its services.

Game Changer 5: Open for Business

Create an Investment Conducive Environment

- Timely development, implementation and release of key infrastructure and appropriately zoned lands ahead of time is critical in the creation of a business and investment ready environment.
- Identifying the infrastructure (transport, utilities and ICT as well as community based infrastructure) and land requirements (employment, residential and open space) across the region will facilitate to achieve the desired level of future growth in the G21 region.
- The G21 - Geelong Regional Alliance's ability as a body to unite and advocate for the G21 region will assist the investment prospects and future development of the G21 region.
- Embracing an 'investment ready and facilitative region' culture amongst all member municipalities and partners, centered around open planning processing, changes in engagement in commercial relationships and a regional marketing campaign, will facilitate growing existing and attracting new business and investment to the region.

Investment Attraction through Lobbying

- Lobbying is regarded as an important tool for the G21 region to proactively attract and promote investment. Lobbying can be useful to assist funding for key leading

infrastructure, and for legislative and policy amendments to overcome the prevailing planning restrictions that are currently impeding growth in the region.

- Lobbying will attract further investment and business attraction to the region, and promote the region as 'investment ready' and 'conducive for investment' strengths and industry base.

Coordinated and Solution Oriented Point of Contact for Investment Enquiries

- Currently there is no specific allocation of responsibility at a regional level to provide solutions for and encourage an investment-ready environment. The development of a taskforce specifically charged with coordinating and addressing planning responses will be key in delivering this environment.
- A coordinated and centralised point of contact for investment enquiries ensures that an individual/ team, through an understanding of business and financial imperatives of major investors as well as the existing planning and legislative requirements, provides an investment focused and solution led response to prospective investors.

PAGE LEFT INTENTIONALLY BLANK

AECgroup
Outcome Driven

Economics, Planning & Development
Business Strategy & Finance
Community Research & Strategy
Design, Marketing & Advertising
Information & Knowledge Management

E aec@aecgroupltd.com W www.aecgroupltd.com ABN 84 087 828 902

Colac Otway SHIRE

Assembly of Councillors Record

This Form MUST be completed by the attending Council Officer and returned IMMEDIATELY to Document Management Co-ordinator for filing. A copy of the completed form must be provided to the Executive Officer to the CEO, Mayor & Councillors for reporting at the next Ordinary Council Meeting.

Assembly Details: Friends of the Colac Botanic Gardens

Date: 10 July 2014

Time: 6:00 pm

Assembly Location: Botanic Café Colac

In Attendance:

Councillors: Cr Terry Woodcroft

Officer/s: Laurence Towers, Greg Anderton

Matter/s Discussed: see attached agenda

……

Conflict of Interest Disclosures:

Nil

Completed by: Maree Redmond

Quercus Robur (English Oak)

AGENDA *for meeting Thurs 10th July 2014*

TO BE HELD AT COLAC BOTANIC CAFÉ at 6pm

APOLOGIES:

MINUTES OF PREVIOUS MEETING

Business arising: Contact with woodturners re mementos from timber from the Gardens CB MF

Wattle flyer: quotes JT

CORRESPONDENCE

Out: Pauline Maunsell and Graeme Kerr: Greetings cards after recent surgery

Maree Gannon: Booking the café meeting room for coming events and advising of key dates early in 2015.

Colac Lake Red Cross: policy re plaques was advised (standard style only within the gardens).

Orchid Soc Council of Vic: current address advised

In: Vicki Jeffrey COS: Acquittal of 2013/14 grant towards the writing of the history – all requirements met.

COS: 2 grant applications for 2014/15 successful CB has details

Corangamite CMA: Our sponsorship application was not successful – does not meet their criteria

Orchid Societies Council of Victoria: flyers for Melbourne Orchid Spectacular

Sponsorship : Rotary Club of Colac $500

Crowe Horwath $150

Karen Shaw / Birregurra Festival: Invitation to be part of their Garden hub (October 11 & 12) and provide a speaker for a short talk. Also maybe March 8th 2015 –harvest/garden themed market

Business arising from correspondence :

Recommendation to attend Birregurra Festival in Oct but not in March AM

.***TREASURER'S REPORT***

Consider bank service and satisfaction level CB

GARDENER'S REPORT

POTTING REPORT

GENERAL BUSINESS

Rose arch progress, *CB*

March 21st 2015 Plant stall / Picnic Day (draft plan attached) MF

Roster helpers for Sept/Oct events – wattle day; Garden expo and Warrion flower show - selling our calendar, promoting 150th, (Bring your diary) RS

Members gathering and winter walk – Tues 15th July 10.30am RS, JT

AGM format and refreshments August 14th

OTHER BUSINESS

RAFFLE JM

NEXT MEETING*: Thurs 14th August AGM at 6pm, committee meeting 7pm*

Colac Otway SHIRE

Assembly of Councillors Record

This Form MUST be completed by the attending Council Officer and returned IMMEDIATELY to Document Management Co-ordinator for filing. A copy of the completed form must be provided to the Executive Officer to the CEO, Mayor & Councillors for reporting at the next Ordinary Council Meeting.

Assembly Details: Friends of the Colac Botanic Gardens

Date: 14 / 8 / 2014

Time: 7.00 ~~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 Woodcroft /(Apology)

Officer/s: Laurence Towers

Matter/s Discussed: See attached Agenda

(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

Conflict of Interest Disclosures: (refer page 5)

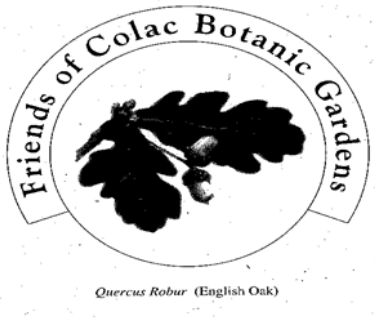
Councillors: Nil

Officer/s: Nil

Left meeting at: .....

Completed by: Kristy Cochrane

C:\Documents and Settings\swhite\Local Settings\Temporary Internet Files\Content.Outlook\EC5A36RB\Assembly of Councillors Record revised.doc



AGENDA for meeting Thurs 14th August 2014

TO BE HELD AT COLAC BOTANIC CAFE at 7pm

APOLOGIES: Pauline Maunsell, Gwenyth Knox, Cr Terry Woodcroft

MINUTES OF PREVIOUS MEETING

Business Arising*:*	Update re woodturners' rose wood samples	MF
	Update re Wattle flyer	JT
	Rose arbour progress	CB
	FCBG meeting room	GA
	Do roster for coming events	RS
	Report of members gathering 15 July	AM, JT
	Vests - styles, prices: There is a cost of $77 to set up the embroidery and up to $10 per item to apply the logo. Vests range in price from $26.50 to $80	AM, CB

CORRESPONDENCE

Out: Colac Garden & Lifestyle Expo: site application submitted

Karen Shaw, Birregurra Festival: advising that we will participate in the Garden Hub at the festival in October but not the market in March 2015.

Members and supporters were sent advice of the AGM, membership renewal forms and nomination forms for committee plus information about coming events.

In: Elm Watch and subscription renewal reminder for Friends of the Elms Inc

Meriba Service Club of Colac: proposal to donate a seat for the gardens to support the 150th anniversary celebration – seeking our support to move this forward with COS

Jen Featherstone: Proposing a 'Field of Poppies' in the CBG to commemorate the centenary of WW1. She is keen to discuss ideas further with this committee and offers support to link with other organisations such as Colac RSL

Colac Herald: account for AGM advertisement $40.46

Membership renewal from Pat Knight

Membership applications from Brian Worsley and Joan Reed

Garden Plant Conservation Association of Australia Inc: membership renewal due $45

Business arising: Decisions and action re proposals for the gardens.

Endorsement of new members

.

TREASURER'S REPORT

GARDENER'S REPORT

POTTING REPORT

GENERAL BUSINESS Progress re banner – check with Tim Lucas via PM
Reports re 150th anniversary activities
Wattle Day: confirm plans – 10.30am at the Café; LT to speak briefly and lead a tour of our acacia collection; present new brochure. To be advertised to public

OTHER BUSINESS

RAFFLE MF

NEXT MEETING: **Thurs 11th September 6pm**

Colac Otway SHIRE

Agenda

Councillor Workshop

Wednesday, 20 August 2014
COPACC Meeting Room
2.00 pm to 5.05 pm

ATTENDEES:

Cr Lyn Russell (Mayor), Cr Stephen Hart, Cr Michael Delahunty, Cr Brian Crook

Phil Corluka (Acting CEO)
Colin Hayman (GM, Corporate & Community Services)
Jack Green (GM, Sustainable Planning & Development)
Paula Gardiner (A/GM, Infrastructure & Services)

Apology: Cr Terry Woodcroft, Cr Frank Buchanan

Agenda Topics

2.00 pm	**Declaration of Interest**	
2.00 pm – 3.00 pm	**Tiger Rail Trail Feasibility Study project**	Ian Seuren / Mike Maher
3.00 pm – 4.00 pm	**Colac Development Plan**	Doug McNeill / Don Lewis / Ian Seuren
4.00 pm – 4.10 pm	**Planning Subdivision Request**	Doug McNeill / Don Lewis
4.10 pm – 4.20 pm	**Fuel Prices Update**	Tony White
4.20pm – 4.40pm	**Colac High School Site**	Ian Seuren / Tony White
4.40pm – 4.45pm	**Library Annex Update**	Colin Hayman
4.45pm – 5.05pm	**Emergency Management HR Policy**	Stewart Anderson

Council Meeting Running Order

Wednesday, 27 August 2014

Venue – Birregurra Public Hall, Birregurra

ATTENDEES:

Cr. Lyn Russell (Mayor)
Cr. Brian Crook
Cr. Stephen Hart
Cr. Michael Delahunty
Cr Terry Woodcroft

Sue Wilkinson, CEO
Colin Hayman, General Manager, Corporate & Community Services
Phil Corluka, General Manager, Infrastructure & Services
Jack Green, General Manager, Sustainable Planning & Development
Rhonda Deigan, Executive Officer

APOLOGIES:

Cr. Frank Buchanan

Conflict of Interest:

Cr Woodcroft:	OM142308-9 Minutes from Youth Council Meetings
Nature of Disclosure:	Indirect
Type of Indirect Interest:	78B
Nature of Interest:	Adult mentor for Youth Council in his role as a Victoria Police Youth Officer

2.00 pm – 3.30 pm	**Councillor Briefing Session** **Conflict of Interest:** OM142308-9 Minutes from Youth Council Meetings Having declared a conflict of interest in this item, Cr Woodcroft left the meeting at 2.29pm and returned at 2.30pm.

Colac Otway SHIRE

Agenda

Councillor Workshop

Tuesday, 2 September 2014
COPACC Meeting Room
12.00 pm to 1.00 pm

ATTENDEES:

Cr Lyn Russell, Cr Stephen Hart, Cr Michael Delahunty, Cr Frank Buchanan

Sue Wilkinson (Chief Executive Officer)
Colin Hayman (GM, Corporate & Community Services)
Ashley Roberts (Acting Manager Finance & Customer Services)

Mike Said – Chairperson, Audit Committee

Apologies:
Nil

Agenda Topics

12.00 pm – 12.15 pm	**Lunch**	
12.15 pm	**Declaration of Interest**	
12.15 pm – 1.00 pm	**Presentation of the Audit Committee Chairperson's Half Yearly Report to Council**	Mike Said

Confidentiality Statement:

This briefing is deemed confidential under section 89(2) (a) (d) and (h) of the Local Government Act 1989 as it refers to personnel matters, contractual maters and any other matter which would prejudice the Council or any person

Sue Wilkinson
Chief Executive Officer

Colac Otway SHIRE

Agenda

Councillor Workshop

Wednesday, 10 September 2014
COPACC Meeting Room
9.30 am to 3.00 pm

ATTENDEES:

Cr Lyn Russell (Mayor), Cr Stephen Hart, Cr Chris Smith (10.30am – 11.05am) & 1.00pm – 1.25pm), Cr Frank Buchanan, Cr Terry Woodcroft (9.45am – 2.50pm), Cr Michael Delahunty

Sue Wilkinson (CEO)
Colin Hayman (GM, Corporate & Community Services)
Doug McNeill (A/GM, Sustainable Planning & Development)
Phil Corluka (GM, Infrastructure & Services)

Apology: Jack Green, Brian Crook

Agenda Topics

9.30 am	**Declaration of Interest**	
9.30 am – 9.40 am	**Planning Committee Briefing Session**	Blaithin Butler & Jane Preston-Smith
9.50 am – 10.25 am	**Hardship Policy Review**	Paul Carmichael/Ashley Roberts
10.30am to 11.05am	**Planning Committee Meeting**	
11.10am to 11.40am	**Bluewater Update**	Adam Lehmann/Graeme Collins/Ian Seuren
11.40 am – 12.00 pm	**Great South Coast Presentation – Priorities & Progress**	Karen Foster, Executive Officer/Michael Swanson
12.15 pm – 1.00 pm	**Lunch – including signing of Refugee Welcome Zone Declaration**	
1.00 pm – 1.25 pm	**Special Council Meeting – signing of financial statements**	
1.30 pm – 2.00pm	**Municipal Emergency Management Plan (MEMP)**	Stewart Anderson/Wendie Fox
2.00pm – 3.00pm	**Vic Roads – Duplication of Princes Highway between Winchelsea to Colac**	Tony Hedley (Vic Roads)

Colac Otway SHIRE

Assembly of Councillors Record

This Form MUST be completed by the attending Council Officer and returned IMMEDIATELY to Document Management Co-ordinator for filing. A copy of the completed form must be provided to the Executive Officer to the CEO, Mayor & Councillors for reporting at the next Ordinary Council Meeting. *{See over for Explanation/Guide Notes}*

Assembly Details:

Date: 12 / 9 / 14

Time: 9:00 am/pm

Assembly Location: Colac Livestock Selling Centre

(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices – Nelson Street, Apollo Bay

In Attendance:

Councillors: Cr Buchanan / / /

/ / / /

Officer/s: Phil Carluka / Greg Anderton

Graeme Riches / Kristy Cochrane

Matter/s Discussed: Colac Livestock Selling Centre operations & future directions

(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: 10:00am

Completed by: Kristy Cochrane

C:\Documents and Settings\swhite\Local Settings\Temporary Internet Files\Content.Outlook\EC5A36RB\Assembly of Councillors Record revised.doc

Colac Otway SHIRE

Colac Livestock Selling Centre Advisory Committee Meeting

Colac Livestock Selling Centre

Friday 12 September 2014 Time: 9.00am

Trim Ref: F12/915 (D14/61464)

AGENDA

1.	**ATTENDEES** Carl Fish, Phil Corluka, Paula Gardiner, Adam Lehmann(Chair), Graeme Riches, Greg Anderton, Jamie Dennis, Jamie McConachy, Terry Dove, Sergio Beani, Rodney Boyle, Phil Douglas, Peter Delahunty, Jeffrey Johnson, Cr Frank Buchanan,	
2.	**APOLOGIES**	
3.	**CONFIRMATION OF MINUTES FROM PREVIOUS MEETING HELD** **8 August 2014**	
4.	**UPDATE ROOFING CONTRACT**	All
5.	**DEVELOPMENT OF THE BUSINESS PLAN FOR THE COLAC LIVESTOCK SELLING CENTRE**	Adam Lehmann
6.	**POSITION WITH DIRECTIONS PAPER**	Sergio Beani
7.	**EXTERNAL PROMOTION OF THE COLAC LIVESTOCK SELLING CENTRE**	All
8.	**UPDATE – REGIONAL LIVESTOCK SELLING CENTRE DISCUSSIONS**	All
9.	**OPERATING REPORT** **SALEYARD BUDGET POSITION**	Graeme Riches/Greg Anderton
10.	**OTHER BUSINESS**	All
11.	**CLOSE OF MEETING** **NEXT MEETING** – 10 October 2014	