



Colac Otway
SHIRE

ORDINARY COUNCIL MEETING

AGENDA

Wednesday 26 May 2021

at 4:00 PM

Apollo Bay Senior Citizens' Centre

Whelan Street, Apollo Bay

Next Council Meeting: 24 June 2021



COLAC OTWAY SHIRE COUNCIL MEETING

Wednesday 26 May 2021

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COLAC OTWAY SHIRE COUNCIL MEETING

NOTICE is hereby given that the next **COUNCIL MEETING OF THE COLAC OTWAY SHIRE COUNCIL** will be held at Apollo Bay Senior Citizens' Centre on Wednesday 26 May 2021 at 4:00 PM.

AGENDA

1 DECLARATION OF OPENING OF MEETING

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 AND LEAVES OF ABSENCE

4 WELCOME AND ACKNOWLEDGEMENT OF COUNTRY

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

RECORDING AND PUBLICATION OF MEETINGS

Please note: This Council meeting will be recorded with the exception of matters identified as confidential items in the Agenda. This includes the public participation sections of the meeting.

By participating in open Council meetings, individuals consent to the use and disclosure of the information they share at the meeting (including any personal and/or sensitive information).

As soon as practicable following the open Council meeting, the recording will be accessible on Council's website. Audio recordings are also taken to facilitate the preparation of the minutes of open Council and Committee meetings and to ensure their accuracy. Audio recordings will be retained by Council for a period of four years.

As stated in the Governance Rules, other than an official Council recording, no video or audio recording of proceedings of Council Meetings will be permitted without specific approval by resolution of the relevant Council Meeting.

5 QUESTION TIME

A maximum of 30 minutes is allowed for question time. To ensure that each member of the gallery has the opportunity to ask questions, it may be necessary to allow a maximum of two questions from each person in the first instance. 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. Question time 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.

6 TABLING OF RESPONSES TO QUESTIONS TAKEN ON NOTICE AT PREVIOUS MEETING

These responses will not be read out but will be included in the minutes of this meeting.

7 PETITIONS / JOINT LETTERS

Nil

8 DECLARATIONS OF INTEREST

A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.

9 CONFIRMATION OF MINUTES

- **Ordinary Council Meeting held on 28 April 2021.**

RECOMMENDATION

That Council confirm the minutes of the Ordinary Council Meeting held on 28 April 2021.

Item: 10.1

Petition - Speed of Traffic in Main Street Beeac

OFFICER	Timothy Brain
GENERAL MANAGER	Tony McGann
DIVISION	Environment & Infrastructure
ATTACHMENTS	Nil
PURPOSE	To respond to the petition tabled at the April 2021 Council Meeting, requesting Council improve road condition and traffic issues in Main Street, Beeac

1. EXECUTIVE SUMMARY

A petition was received by Council on 9 April 2021 signed by 24 residents of Beeac and was tabled at the 28 April 2021 Ordinary Council Meeting. A copy of the petition can be found in the confidential attachment to this report.

The petition reports an increase in truck traffic on Main Street, Beeac and degradation of the road condition impacting on the amenity and health of the residents. The petitioners request that Council:

".. evaluate this situation and seek a remedy. This remedy might comprise the following:

- Discover the origin and destination of this traffic – address the issue at its source;*
- Ensure, with VicRoads, that the street is well-maintained and the surface smooth – at present it is not;*
- Install speed bumps or rumble strips at entry and exit of town (a sufficient distance from housing);*
- Reduce through-traffic speed to 50-40 kmph;*
- Police this town stretch effectively (at present this is not happening);*
- Redirect heavy traffic via Foxhow and/or Troys Norman Roads."*

Recent discussions with Regional Roads Victoria (RRV) have confirmed that a speed reduction and associated treatments such as rumble strips or speed humps will not be supported. Officers have had preliminary discussions with Police who have confirmed that they currently patrol this area regularly and do not consider speed to be a serious problem at this location.

In consideration of the traffic issues reported, officers recommend that counters are placed at either end of Main Street, Beeac and Colac Ballarat Road (north of Princes Highway) for a period of 2 weeks to establish if truck traffic and speeds warrant further action and advocacy. Traffic redirection is not supported.

No action is recommended with regards to road condition for the area under Council's jurisdiction (the parking area) as the current condition is considered acceptable. Requests to rectify surface defects have been submitted to the Department of Transport for the section of Main Street that falls under their responsibility.

2. RECOMMENDATION

That Council:

- 1. Undertakes a traffic assessment involving installation of three traffic counters at either end of Main Street, Beeac and at Colac Ballarat Road, north of the Princes Highway for a period of 2 weeks to determine speed, traffic volumes and heavy vehicle percentages;*
- 2. Requests that the Chief Executive, upon completion of the traffic assessment, determines if further action or advocacy is warranted; and*
- 3. Writes to the petition organiser at the completion of the traffic assessment advising of the outcome.*

3. KEY INFORMATION

BACKGROUND

The petition was submitted on two forms (a cover letter and petition statement with signatures) and contained a total of 24 signatures, representing 24 individuals (all residents of Beeac).

The covering letter requests "Council take action regarding the degradation of Main Street, Beeac and the speed at which traffic is travelling", which raises two primary concerns: traffic safety and road condition.

Traffic Concerns

Truck Traffic

Main Street, Beeac (which is the township section of Colac Ballarat Road - C146) is under the jurisdiction of the Department of Transport. The current speed limit within the township is 60km/h. The road is used by heavy vehicles, as it is the main truck route between Colac/ Princes Highway and the Hamilton Highway and Ballarat. The alternative route, south of Beeac is the C147 (Coragulac – Beeac Road).

Counts taken on the Colac Ballarat Road, just north of the Princes Highway, in 2014 showed 1050 vehicles per day with 20% being heavy vehicles. This is considered to be a slightly higher than average volume of heavy vehicles for a regional arterial road, however this location represents traffic heading towards the Saleyards south of Beeac and does not necessarily reflect traffic movements through the township. More current data, collected at strategic locations, is required to verify these assumptions.

Placement of counters is recommended in the first instance, both at the location of the 2014 counts (to provide a comparison) and at either end of the entry to the Beeac township. Collection of this data

will provide an indication of current heavy vehicle volumes, directions of travel, whether they have increased in the past 7 years and the speed at which they are travelling through the township.

The petitioners suggested that Council “*Discover the origin and destination of this traffic – address the issue at source* “. The origin of heavy vehicle traffic relies on up to date NHVR (National Heavy Vehicle Regulator) data, which has been requested from DoT.

It will be difficult to advocate to the Department of Transport for changes on this road without current data and this information is essential in confirming the anecdotal observations of local residents.

Speed

Another recommendation in the petition was to “*reduce through-traffic speed to 50-40 kmph*”. Council officers spoke with Regional Roads Victoria (RRV) staff who stated that a speed zone change would not be considered due to the use of the road under the VicRoads speed zoning guidelines.

The RRV assessment is that the township would need 200 metres of retail development on both sides of the road to qualify for a 50km/h speed limit or the presence of a school on the main street to justify implementation of school zone speed limits (40km/h). Currently retail development is limited to the west side of Main Street only.

As a point of comparison, the Birregurra town centre has a speed limit of 50 km/h. It is located on an arterial road with retail development either side of the Main Street and therefore meets the speed zoning requirements. It also has a much higher population than Beeac (828 compared to 370). Gellibrand township (with a population of 210) has shops on one side of the road and a speed limit of 60 km/h.

In an effort to reduce the speed of traffic through the town centre, the petition suggests installing “*speed bumps or rumble strips at entry and exit of town (a sufficient distance from housing)*”. Council officers have raised this suggestion with RRV, who have indicated that these treatments would not be supported.

Petitioners also requested that local Police “*police this town stretch effectively (at present this is not happening)*”. Council officers have been in contact with VicPol and following discussions were provided with a formal response that confirmed that: a dedicated member of Police works out of Beeac itself, and that Beeac was patrolled on 41 separate occasions between February and April this year with times spent patrolling varying. Although VicPol advised that speeding was not an identified issue in Main Street, Beeac they have committed to undertake static and roving speed controls as time permits with the school zone targeted as a high priority area. The member from Beeac has also been made aware of the issue raised and has committed to ‘be out and about more often’.

Petitioners suggest that “*heavy traffic (be redirected) via Foxhow and/or Troys Norman Roads*”. Council officers do not support the use of local roads for heavy vehicle traffic when there is an arterial road available for this use. Arterial roads are designated truck routes and built to a standard that caters for heavy vehicles, whereas local roads are not built to as high a standard due to lower vehicle use. It is acknowledged that petitioners consider the name ‘Main Street’ misleading and feel a ‘street’ should not be a truck route. Unfortunately, the name ‘street’ has little or no relation to the volumes or types of traffic using the route and it is common for the section of arterial road that traverses a town centre to be named to ‘Main Street’ or ‘Main Road’. Local examples include Birregurra and Gellibrand.

Road Surface Condition

Petitioners have requested that Council “ensure, with VicRoads, that the street is well-maintained and the surface smooth”. According to demarcation Code of Practice under the Road Management Act 2004, Council is responsible for the sealed parking area to the frontage of the western retail strip and the kerb and channel.

A condition inspection was undertaken on this section of road in November 2020, and found that the majority of the Council pavement is in fair condition. It is not scheduled for renewal within the next 4 years. There are localised defects, specifically minor sunken patches that collect water after rain, however they are not considered significant and do not exceed intervention levels under Council’s Road Management Plan 2021. The kerb and channel and drainage pits are functional and in good condition.

Potholes and areas of pavement cracking are evident within the main traffic lanes of Main Street. This section of the road is the responsibility of Regional Roads Victoria (RRV). Officers have previously submitted (December 2020) photos of the pavement issues and a request to rectify the defects via the Department of Transport online request portal. Acknowledgement of receipt of the request was provided to the petition organiser in December 2020. Further photos were taken and submitted to DoT in March 2021.

Prioritisation of road renewal and maintenance for arterial roads is undertaken by RRV in accordance with intervention levels set in their Road Management Plan, available budgets and with consideration of other priorities in their network. Council can advocate for prioritisation of these works given consideration of the context of the road within a town centre, however improvements are only likely to be undertaken in the short term if the defect exceeds intervention levels under the RRV Road Management Plan.

4. COMMUNITY CONSULTATION & ENGAGEMENT

The petition organiser has been contacted to acknowledge receipt of the petition.

RRV and VicPol have been consulted following receipt of the petition.

There has been no further consultation undertaken in response to the petition. The petition organiser will be advised in writing of the outcome of Council’s decision following the Ordinary Council Meeting. Further communications will be undertaken following the conclusion of the traffic counts to advise of the outcome and any proposed action, if applicable.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 2 - Our Places

3. Towns and places are welcoming and attractive.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

Environmentally, vehicles travelling at lower speeds will reduce noise in the township.

Reduced speeds create a safer and more attractive environment for pedestrians, cyclists and visitors with potential flow on effects to the local economy and health and wellbeing, by encouraging visitation and active transport.

LEGAL & RISK

Speed reduction reduces risk of physical harm to all road users and risk of damage to property.

FINANCIAL & BUDGETARY

There is no budget implication arising from this matter.

7. IMPLEMENTATION STRATEGY

COMMUNICATION

Correspondence will be sent to the petition organiser following the Council meeting advising of Council's decision. Further communications will be issued following the completion of traffic counts.

TIMELINE

Correspondence will be sent within 2 weeks of the Council meeting communicating Council's decision. Traffic counts will be undertaken within 8 weeks of the Council meeting.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

Item: 10.2

Colac Otway Shire Resource Recovery and Waste Management Strategy

OFFICER	Cameron Duthie
GENERAL MANAGER	Tony McGann
DIVISION	Environment & Infrastructure
ATTACHMENTS	<ol style="list-style-type: none"> 1. DRAFT - Waste- Management- Strategy - OCM May 2021 [10.2.1 - 40 pages] 2. Draft Waste- Management- Strategy- Doc-2021-2030 SUMMARY [10.2.2 - 11 pages] 3. Draft - Waste- Management- Strategy- Doc-2021-2030 Implementation Plan [10.2.3 - 7 pages]
PURPOSE	To seek endorsement for the <i>Draft Colac Otway Shire Resource Recovery and Waste Management Strategy</i> and approval to engage the community for feedback on the Strategy.

1. EXECUTIVE SUMMARY

The draft Colac Otway Shire Resource Recovery and Waste Management Strategy (RR&WMS) is presented for Council to approve the document as presented or with amendments to be placed on public exhibition and to call for community consultation and feedback on the document.

For information of the community, we have also created a strategic summary document and a strategic implementation plan, which cover the key goals and objectives of the strategy in a more concise form. These are provided as attachments.

The Strategy has three distinct parts. These are:

1. Legislation and Policy Context
2. Challenges and Opportunities
3. Next Steps (Implementation plan)

The current legislative framework both on a Federal and State level is outlined clearly within the Strategy (Part 1) as is Councils current response in terms of services provided and outcomes from extensive community engagement undertaken in the preparation of the Strategy.

Hence with legislative change and community expectation of Council services, the policy environment for the strategic term of 2021-30 is clearly defined.

Part 2 of the Strategy investigates the future challenges and opportunities available to Council, with the strategic plan, and provides target objectives accompanied by an implementation plan.

Included in the RR&WMS are operational requirements and strategic goals for waste management and resource recovery as well as aspirational targets for the reduction of waste to landfill.

Part 3 contains key strategic actions including:

- Managing all waste streams more effectively
- Reducing landfill disposal volumes
- Separating glass from recycling stream
- Improving effective recycling and separating systems
- Improving Transfer Station resource management
- Exploring opportunities for social enterprises
- Delivering community education programs to support the reduction of kerbside bin contamination and increase resource recovery
- Collaborating and partnering with government agencies, other councils and organisations to explore opportunities for resource recovery and alternative waste technologies.

Key operational actions include:

- Introducing a separate glass only collections service
- implementing a hard waste collection service for the community
- Adopting a Waste Policy and Operational Guidelines
- Encouraging more reuse /recycling / circular economy measures.

2. RECOMMENDATION

That Council:

- 1. Endorses the Draft Colac Otway Shire Resource Recovery and Waste Management Strategy, Summary and Implementation Plan as attached to this report; and***
- 2. Authorises the documents to be placed on public exhibition for a 6-week period for community consultation.***

3. KEY INFORMATION

Overview

The Colac Otway Shire Resource Recovery and Waste Management Strategy (RR&WMS) outlines sustainable resource recovery and waste management strategies for the next ten years.

The purpose of this Strategy is to set a vision that can lead the community to manage waste and resource recovery in a way that minimises impacts on the environment.

The Strategy reflects the context globally and nationally that shapes our waste management system, as well as expressing the community views identified during our engagement process.

The draft Strategy provides actions and plans which will deliver better waste and resource recovery services, that support the community in continuing to minimise waste generation and maximise waste diversion from landfill.

There are numerous factors of influence accounted for in the development of this Strategy with the major factors being:

- State government legislation (Environment Protection Act 2017 and subordinate legislation).
- The Adoption of the Circular Economy Philosophy.
- The introduction of a new government policy i.e. Recycling Victoria with the major proposals being to mandate the provision of FOGO (Food and Green Organics) collections.
- The desire and need for a Hard Waste collection option for residents of Colac Otway Shire.
- Implementation of collection arrangements to separate glass from the commingled recycling collections.
- The planned implementation of a container deposit legislation (CDS).

Current Situation










Colac Otway Shire currently offers an efficient waste management service, and this is acknowledged in the annual satisfaction survey (**65%** 2020 up from **64%** in 2019). This satisfaction score is higher than comparable shires, which have an average of **62%** satisfaction.

The present kerbside collection service is based on a three-bin model i.e:

1. Waste
2. Comingled recycled (including glass)
3. FOGO (Food Organics and Green Organics).

Additionally, Council has transfer station arrangements in place at Alvie, Birregurra and Apollo Bay whilst waste and recycle drop off locations are provided for residents within the municipality that do not have access to kerbside collections.

The current standard of services currently provided and performances achieved are shown in the following table:

Service	Standard Bin size	2019/20 Collection Arrangements / Fast Facts @ 30June2020			
		Collection Frequency	Tonnage	Kg generated per household / annum	*Contamination rate
					
	Garbage 120 litres	Weekly / Fortnightly 10097 / 167 services	3235 tonnes	320 kg/annum 6.15 kg/week	Diversion rate= 59% (region – 52%)
	Recycling 240 litres	Fortnightly 10264 services	2104 tonnes	228 kg/annum 8.76kg / fortnight	6.6% (region – 16%)
	FOGO 240 litres	Fortnightly 10264 services	2827 tonnes	279 kg/annum 10.7kg/fortnight	0.4% (region – 1.2%)
Additional collection options		Three extra kerbside recycling collections start the week before Boxing day to assist with disposal of extra recycling during Christmas and the New Years.			
		Three extra kerbside organics collection are offered across October and November, to assist with the disposal of extra organics in preparation for the bushfire season			
Other service Options:	Additional bins may be purchased including 240L /360L Recycling, 240L organics bin or 240L garbage bin Bin size upgrades are available for purchase. Bin downsizes are available at no cost				

Furthermore, management of these services with community support has achieved:

- Low contamination rates for all material streams.
- 3,119 tonnes organic waste diverted from landfill with the increase arising from three additional kerbside collections across October and November.
- High diversion rates from landfill due to better source separation of recycle and organic material out of the landfill bin from the kerbside collection bins.
- Bin inspections program which is a targeted re-education program has assisted with the reduction of waste to landfill.
- Solar compaction bins, (previously trialled in Apollo Bay) were rolled out across the shire including Lavers Hill, Gellibrand, Beech Forest and Colac to monitor waste levels, avoid waste overflowing at peak holiday times and improve the Shire's amenity.
- Council has enhanced the use of recovered or reusable materials.
 - *Wood chips from tree maintenance is used on garden beds and surplus amounts are made available to community groups for mulching.*
 - *Road materials recovered from asphalt renewal projects are repurposed in high maintenance areas on gravel roads.*
 - *Recovered bitumen material from Regional Roads Victoria is used by Colac Otway Shire on local roads.*
 - *Colac Otway Shire collect printer cartridges, household batteries, mobile phones, CDs and DVDs for recycling. E-waste is also gathered for recycling.*
- The annual kerbside collection charge decreased in 2020/21 with the weekly waste charge reduced by \$15 from \$315 to \$300. An increase is proposed for the kerbside collection charge in 2021/22 to \$308, which is still some 2% lower than the charge in 2019/20.

Draft Resource Recovery & Waste Management Strategy 2021-2030 (RR&WMS)

The draft Strategy recommends actions and plans which will deliver better waste and resource recovery services, that support the community in continuing to minimise waste generation and maximise waste diversion from landfill.

The Strategy articulates the vision for the future and sets goals and targets based on our current waste performance (i.e. consumption and recycling behaviours, services, infrastructure). The implementation plan outlines the strategies for achieving the vision.

The proposed strategic objectives are:

1. Sustainable management of resources:

- o To engage, educate and promote sustainable practices.

2. To Recover / reuse more resources

- o To provide convenient and affordable waste services that meet the needs of the community to reduce their potential environmental, social and financial costs.

3. To Protect the environment

- o To minimise negative impacts of waste on the environment.

In developing this Strategy, preliminary work included an on-ground assessment of the current situation and a desktop study of various strategies and reports on a state and regional level.

Input from the community is important to ensure the delivery of the programs contained within were aligned to community expectations. Feedback from the community consultation will also be used to develop future strategies and actions for achieving the vision outlined in this Strategy.

The key changes from the state government are anticipated to be in the following areas:

- Kerbside reform and transition planning.
- Container deposit scheme: Victoria's scheme will be introduced by 2022/2023, and within the scheme eligible beverage cans and bottles will be targeted.
- Waste Management as an essential service - new legislation will be established by the Victorian Government, which will result in the establishment of a new waste authority in 2021.
- Behaviour change and targets: The policy articulates the need for education to affect behaviour change, and recognises that Statewide education campaigns will be the most effective mechanism to ensure that the public understands their role in the functioning of a successful resource recovery system.
- Landfill levies: The state landfill levies are proposed to rise steeply, increasing by 90% over three years to create an incentive to reduce and recycle waste, this levy is currently \$ 52.95 per tonne up from \$33.03 in 2020. Based on current tonnages of waste this is costing Council \$171,293 (2021 figures).

It is acknowledged that Colac Otway Shire proposes to implement a Four Bin model for the separate collection of glass to reduce contamination in the commingled / recycling stream in line with government settings and requirements.

1. Waste
2. Comingled recycled (including glass)
3. FOGO (Food Organics and Green Organics); and

4. Glass.

The RR&WMS once implemented will:

1. Provide Vision and Purpose for waste activities to 2030.
2. Guide waste and recycling activities in the future (including KPI's).
3. Plan for and cater for population growth within the Shire.
4. Reduce the quantity of waste to landfill.
5. Reduce the current contamination in the recycling stream.
6. Guide Policy and guidelines for Waste Management.
7. Provide data for future contract review and revision.

Service targets

Service targets are contained within the strategy and these are framed by reference to Government Legislation and Policy as well as the vision of the current Council Plan are included and are summarised below:

Diversion of Waste from Landfill

- Divert 80% of waste from landfill by 2030, and an interim target of 72% by 2025.
- Halve the volume of organic material going to landfill between 2020 and 2030, with an interim target of 20% reduction by 2025.
- Achieve a diversion rate of 72% by 2025/26.

Service Delivery

- Cut total waste generation by 15% per capita by 2030.
- A new separate glass service is to be fully in place by 2021/22.
- A Container Deposit Scheme (CDS) will be introduced by 2022/23.
- RRCs/Transfer Stations must comply with relevant legislation and regulations, as well as any relevant compliance codes, guidelines and standards.
- Reduce contamination in all material streams.
- Complete annual audits of waste streams.

Policy Development

- Adoption of Resource Recovery & Waste Management Policy by 2022.
- Procurement policy targets of 10% recycled materials content by 2023/24.
- Introduce council policies which minimise waste production and disposal related to planning, building and construction works.

Community Engagement

- Number of social enterprises involved in recycle /reuse / repair functions.

Waste data systems

- Introduce a new waste and recycling data system to enable better waste management and circular economy monitoring.
- To continue to provide public waste and recycling market intelligence reporting.

4. COMMUNITY CONSULTATION & ENGAGEMENT

A key component of the creation of the RR&WMS is that community consultation is undertaken and that feedback received is included.

Community consultation do help build the draft strategy has included:

1. Information sessions undertaken as a part of the 2050 Visioning roadshow provided information to residents on environmental and waste issues.
2. As a part of the visioning exercise for the Council Plan a targeted survey has been provided to residents, which includes questions on waste.
3. There have been 7 general drop-in consultation sessions undertaken in March 2021, the sessions were held at Colac, Birregurra and Apollo Bay, Beech Forest and Lavers Hill.
4. A waste survey was launched to coincide with the general drop-in sessions, returned surveys totalled 80.

Information / feedback received from these measures have been included in the compilation of the RR&WMS.

All consultation methods gathered aspirational inputs for the Strategy. In addition, they provided the catalyst for education activities in order to reduce organics to landfill providing significant environmental and financial benefits to Council.

It is acknowledged that that there is improvement possible to reduce the percentage of food waste identified through waste bin audits going to land fill. Presently 30% of all material in the red waste bins are organics and only 7% of food waste is currently presented as FOGO.

Consultation in March 2021 also provided to Council the preferred hard waste collection method /model which is to be included in the RR&WMS.

In addition to all of the above it is proposed to release the draft strategy for a 6-week consultation period.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 1 - Our Prosperity

2. Support a thriving economy and industries.
3. Strengthen partnerships with key stakeholders to benefit the whole community.

Theme 2 - Our Places

1. Assets and infrastructure meet community needs.
2. Our places are managed for long-term sustainability.
4. Leadership in natural environment through good management practices.

Theme 4 - Our Leadership & Management

1. Effectively manage financial resources.
2. Openness and accountability in decision making.

3. Organisational development and legislative compliance.
4. Provide value for money services for our community.

Other legislation affecting the draft Strategy includes:

- Colac Otway Shire - Council Plan 2017 – 2021
- *Environmental Protection Act (2017)*
- *Public Health and Wellbeing Act (2008)*
- *Local Government Act (2020).*

6. CONSIDERATIONS

ENVIRONMENTAL

Waste Management including Waste Collection and the operation of transfer stations and drop off facilities involves significant environmental implications and legislative responsibilities for Colac Otway Shire.

With the introduction of the RR&WMS, and the settings contained in this document, any reduction in waste to landfill through diversion offers significant positive environmental benefits.

The implementation of a dedicated glass collection service as required under Recycling Victoria government policy will ensure that glass is recycled and presents benefits to the community via the collection and recycling of a cleaner comingled recyclable materials stream.

SOCIAL

In conjunction with our regional partner, Barwon South West Regional Waste Management (BSWRWM) it is recognised that a greater community understanding of waste and recycling and the need for separation of materials at the kerb is required to provide cleaner recycled product and minimal contamination.

This awareness and education opportunity provides the catalyst for a greater conversation for the reduction of waste to landfill for Colac Otway residents.

There also exists the opportunity for Council to explore the provision of the hard waste collection service as contained in the Strategy through a social enterprise.

LEGAL & RISK

Officers believe that there are no legal implications with the creation of the RR&WMS.

The current waste management contracts as provided to Council in May 2020 provide the framework and the settings for an expanded service for the provision of kerbside glass and supply of the bin asset for this service.

FINANCIAL & BUDGETARY

Waste management for Colac Otway Shire currently has an annual operational budget (2020/21) of \$3.8m which is mostly funded by the Waste Management Charge (WMC) of \$3.3m (operational net cost of \$450k).

In the preparation of the 2021/22 budget assumptions have been made with regard to the waste service for the purpose of the establishment of the Waste Management Charge (WMC).

Actions arising from the RR&WMS such as the fourth bin (glass) and hard waste collection are to be funded directly from the WMC or by the utilisation of current WMC reserves.

7. IMPLEMENTATION STRATEGY

COMMUNICATION

The Colac Otway Shire communications team will be extensively involved in the implementation of the project timeline which includes social media notification of any events / consultation sessions.

In addition, resource recovery and waste have been included in the current resident surveys which were used as a part of the Council Plan Visioning, as well as an independent survey, the results of which have been included in the RR&WMS.

TIMELINE

A timeline for the development and initial delivery of the Colac Otway Shire (COS) Waste and Resource and Recovery Strategy (W&RRS) project is shown in the following table including actions completed to date.

Title	Timeline	Comments
Council Briefing Resource Recovery and Waste Management Strategy nature and intent including timelines	March 2021	<ul style="list-style-type: none"> • Outline 4th Bin • Hard Waste • Strategic Settings
Community Consultation	March/April 2021	Resource and Recovery drop in session <ul style="list-style-type: none"> • Council Plan • Glass 4th Bin • Hard waste • Reduce waste to landfill
Council Briefing Resource Recovery & Waste Management Strategy (RR&WMS)	May 2021	Represents this Council Paper relating to the Colac Otway Shire (COS) Resource and Recovery Waste Management Strategy (RR&WMS) project
Council Meeting Final <i>DRAFT</i> Resource & Waste Management Recovery Strategy (RR&WMS) Strategy	May 2021	Final Draft Document received and endorsed for public consultation and exhibition (6 weeks).
Community Consultation	May to July 2021	Draft strategy to be placed on public exhibition at various facilities as a hard copy and / on-line. Feedback opportunities provided. Consultation to extend from May to July 2021
Council Meeting	July 2021	Report to Council of final draft strategy presented for Council adoption.
Hard Waste	July 2021	Expression of Interest let for COS Hard Waste Collection service.
Implementation Glass Recyclables kerbside collection services	September 2021 / October 2021	Implementation of the 4 th Bin (Glass).
Council Meeting	September 2021	Policy / Operational guidelines document presented for Council adoption.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.



Colac Otway
SHIRE

**Resource Recovery and Waste
Management Strategy
2021-2030**



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MAYOR'S MESSAGE

MAYOR'S MESSAGE

Colac Otway Shire Council is planning for a sustainable future by reducing waste management costs and leading the way in recycling, reusing and reducing waste going to landfill.

We have already taken steps to become the first carbon neutral Council in regional Victoria, lowering Council's power bills, saving thousands of dollars a year in operating costs and showing our community what can be achieved through long-term planning.

Colac Otway Shire has proudly been a leader in greenwaste reuse for more than two decades, introducing separate greenwaste bins in 1998 and convenient compost caddies in 2015 to encourage food waste composting.

We were able to find alternative recycling processing during the recycling crisis in 2019, and were among just a handful of Councils which avoided sending thousands of tonnes of recyclables to landfill.

Colac Otway Shire Council's Draft Resource Recovery and Waste Management Strategy 2021-2030 will guide how we further improve our current processes to increase our recycling and composting.

This draft strategy also sets out how Colac Otway Shire will deliver a sustainable service which meets community expectations, and reduces waste, landfill costs and our impact on the environment, now and as our population grows.

The strategy includes sustainable Waste Policy and Operational Guidelines and plans for the introduction of an addition kerbside for glass collection; implementation of a hard waste collection service; and encouragement of a 'circular economy' where we minimise waste and continually recycle and reuse our resources.



KATE HANSON - MAYOR



EXECUTIVE SUMMARY

EXECUTIVE SUMMARY



The purpose of this strategy is to set a vision that assists residents of the Colac Otway Shire community to manage waste and resource recovery in a way that minimises impacts on the environment. It also sets the goals, actions and targets we need to help us get there.

OUR VISION

“Towards a prosperous and sustainable future”

OUR AIM

To provide equitable resource recovery services and infrastructure that meet the needs of the community whilst waste minimisation, resource re-use and recovery.

OUR OBJECTIVES

1. Sustainable Management of Resources

To engage, educate and promote sustainable practices.

2. Recover/Reuse more Resources

To provide convenient and affordable waste services that meet the needs of the community to reduce their potential environmental, social and financial costs.

3. Protect the Environment

To minimise negative impacts of waste on the environment

Key actions include:

- Manage all waste streams more effectively
- Separate glass from recycling stream
- More effective recycling and separating systems
- Transfer station resource management
- Reduce landfill disposal volumes
- Explore opportunities for social enterprises
- Deliver community education programs to support the reduction of kerbside bin contamination and increase resource recovery
- Partnering with government agencies, other councils and organisations to explore opportunities for resource recovery and alternative waste technologies.

INTRODUCTION

INTRODUCTION

The Colac Otway Shire Resource Recovery and Waste Management Strategy outlines sustainable resource recovery and waste management strategies for the next ten years.

The purpose of this strategy is to set a vision that can lead the Shire community to manage waste and resource recovery in a way that minimises impacts on the environment. The strategy reflects the context globally and nationally that shapes our waste management system, as well as the community views identified during our engagement process.

The strategy is developed in three distinct sections. The current legislative framework both on a federal and state level is outlined in Part 2, whilst Councils current response in terms of services provided and outcomes from community engagement ("expectations") are detailed in Parts 3 & 4. Hence with legislative change and community expectation of Council services, the policy environment for the strategic term of 2021-30 is defined. Part 5 investigates the challenges and opportunities available to Council to include in the strategy for the future, with the strategic plan developed and target objectives stated in Part 6 accompanied by an implementation plan in Part 7.

DISCLAIMER & INFORMATION STATEMENT

Information, strategy, policy, and financial costing in this document has been collated using all available data obtained in 2020. Items in this document are subject to change over the 10-year strategy period based on many factors including but not limited to Government policy and direction, Council Plan and policy, market fluctuations, service provider availability and community expectations and feedback. Should any new or modified service not included, or omitted, from the current strategy be found to provide benefit to the environment and community, be required to meet Key indicators within the Council Plan or be identified by formal Councilor direction then Officers will review identified services and provided feedback in line with the intent of the strategy.

OUR STRATEGIC OBJECTIVE

To provide equitable resource recovery services and infrastructure that meet the needs of the community whilst prioritising waste minimisation, resource Re-reuse and recovery.

Vision & Scope of the Strategy

Our Strategic Vision is 'Towards a Prosperous & Sustainable future'

Our values define how we act and function; we will:

- Be supportive, inclusive and respectful
- Take a positive approach to our work
- Commit to safe work practices
- Be accountable and proactive
- Act with integrity
- Communicate effectively
- Work as a team
- Be flexible and progressive

The Resource Recovery and Waste Management Strategy 2021-2030 (RRWMS) provides actions and plans which will deliver better waste and resource recovery services, that support the community in continuing to minimise waste generation and maximise waste diversion from landfill.

The Strategy articulates our vision for the future and sets goals and targets based on our current waste performance (i.e. consumption and recycling behaviours, services, infrastructure). The implementation plan outlines the strategies for achieving the vision.

In developing this strategy, preliminary work included an on ground assessment of the current situation and a desktop study of various strategies and reports on a state and regional level. Input from the community was important to ensure the delivery of our waste programs were aligned to community expectations. Feedback from the community consultation has been used to develop strategies and actions for achieving the vision outlined in this strategy.

INTRODUCTION

INTRODUCTION

This strategy has been developed in the context of the regional objectives from the Barwon South Waste and Resource Recovery Implementation Plan to:

- Achieve behaviour change that reduces waste generation and increases resource recovery
- Encourage innovative and cost-effective ways to increase resource recovery
- Identify and establish industry relationships to build market opportunities to maximise resource recovery
- Facilitate the aggregation of services through joint procurement to maximise resource recovery and cost effectiveness
- Plan for future waste and resource recovery infrastructure and service needs for the region

BACKGROUND

There was a significant impact on the kerbside collection arrangements in 2018-19 when China implemented its National Sword policy, which enforced strict contamination thresholds on its import of recycled materials. This caused widespread disruptions to global recycling markets.

As China was the largest importer of recyclable materials globally, its policy led to a worldwide collapse in recyclable material prices. Alternative export destinations including India, Indonesia, Malaysia, Taiwan, Thailand and Vietnam followed China by introducing import restrictions over the period from July 2018 to April 2019.

Victoria, like many other states and nations, exported large amounts of recycled materials. Approximately 1.27 million tonnes of paper, plastic and cardboard each year are sent to overseas markets such as China and Malaysia. This includes 30 per cent of all recycling collected from Victorian households.

In early 2019, the Environment Protection Authority (EPA) Victoria issued SKM (a major kerbside recycling collector / sorter) with notices to cease accepting recyclable waste materials at its plants in response to large stockpiles of combustible recyclable waste materials at these sites. As a result, 34 of the 79 Victorian local governments started sending recyclables to landfill at an additional cost for periods of between three to four months. Colac Otway Shire recycling collections continued as normal as the recycling was sent to an alternative recycling centre,

this was due to Council staff and the collection contractors working together.

The impact of these actions has seen a significant increase in the cost of providing a kerbside recyclables collection, with Local Governments now paying contractors more to dispose of the recycling.

In July 2020, the Victorian Government released the Recycling Victoria Policy, which provides a blueprint for a safe, resilient and efficient recycling system in Victoria. Recycling Victoria represents the Victorian government's action plan to reform our waste and recycling system over the next decade. It includes a complete overhaul of our recycling system, with reforms to kerbside recycling, the introduction of a container deposit scheme, new investment in the industry and the recognition of waste management as an essential service.

Global trends indicate governments around the world are making the shift to a more circular global economy, with many businesses employing circular economy principles. Responding to this is important for Victoria's international competitiveness.

WASTE MANAGEMENT HIERARCHY

The Environment Protection Act 1970 is the primary legislation that deals with Victorian waste management and resource recovery. It establishes a waste management hierarchy, which sets out an order of preference for how waste should be managed to help achieve the best possible environmental outcomes.

The waste management hierarchy is the underlying principle of waste management policies in Australia and is included in the Environment Protection Act 1970.

The hierarchy establishes the following order of preference for waste management.



LEGISLATION & POLICY

LEGISLATION & POLICY CONTEXT

Council acts within a wide policy framework for waste management. Development of this Strategy is influenced by national, state and local government acts, regulations and policies, as well as regional initiatives of the Barwon South West Waste and Resource Recovery Group (BSWRRG). It is also developed within the context of community expectations and past performance.

NATIONAL LEGISLATIVE CONTEXT

The National Waste Policy: Less Waste, More Resources 2018 (Commonwealth of Australia 2018) sets a national framework for waste management. Its guiding principles include sustainable consumption and production; the shared responsibility of Australian businesses, governments, communities and individuals; and the benefits of a circular economy.

This National Action Plan creates targets and actions to implement the 2018 National Waste Policy. These targets and actions will guide investment and national efforts to 2030 and beyond.

The following seven national targets were adopted as part of the National Waste Policy Action Plan.

1. Ban the export of waste plastic, paper, cardboard, glass and tyres commencing in the second half of 2020
2. Reduce total waste generation in Australia by 10 per cent per person by 2030
3. Achieve 80 per cent average resource recovery rate from all waste streams following the waste hierarchy by 2030
4. Significantly increase the use of recycled content by government and industry
5. Phase out problematic and unnecessary plastics by 2025
6. Halve the amount of organic waste sent to landfill for disposal by 2030
7. Make comprehensive, economy-wide and timely data publicly available to support better consumer, investment and policy decisions.

VICTORIA GOVERNMENT POLICY "RECYCLING VICTORIA"

"Recycling Victoria" is the Victorian Government's 10-year policy and action plan for waste and recycling and includes plans to "provide support for local communities and councils".

The intent of the plan is to establish a recycling system that Victorians can rely on. The plan dictates how the economy uses materials, and also how the state reuses, repairs and recycles to ensure a circular economy is developed and maintained.

What is a circular economy?

A circular economy continually seeks to reduce the environmental impacts of production and consumption, while enabling economic growth through more productive use of natural resources.

It allows us to avoid waste through innovative design and effective recovery of materials that can be reused.

It promotes more optimised business models that encourage intense and efficient product use, such as sharing products between multiple users, or supplying a product as a service that includes maintenance, repair and disposal.

By adopting a circular economy, the value people obtain from the resources used to create goods and services increases also serves to transform our linear economy mindset - take, use and throw away - whilst fostering innovation and productivity that invigorates existing businesses and creates new ones. Therefore delivering more jobs and growth for local, regional, state and global economies.

Recycling Victoria– Victoria's circular economy policy and action plan aims to set clear policy direction and presents a long-term plan to improve the recycling system. The plan aims to satisfy the community needs for a circular economy that prioritises more sustainable and innovative use of materials, minimises the impacts of climate change and reduces waste and pollution.

LEGISLATION & POLICY

LEGISLATION & POLICY CONTEXT

The plan proposes taking robust action on specific materials, including plastics and food waste. This policy proposes targeted, long-term public awareness campaigns to support effective behaviour change.

The government believes Victorians want to see a balance of regulation and supporting initiatives, improved data collection and sharing, and investment.

The “Recycling Victoria” plan contains 9 key themes:

- Kerbside reform
- Stronger recycling oversight
- New rules to cut waste
- Waste to energy
- High-risk and hazardous waste management
- Reducing business waste
- Invest in priority infrastructure
- Provide support for local communities & councils
- Behaviour change

RECYCLING VICTORIA POLICY GOALS

- Goal 1: Design to last, repair, and recycle
- Goal 2: Use Products to create more value
- Goal 3: Recycle more resources

RECYCLING VICTORIA POLICY TARGETS

- 15 per cent reduction in total waste generation per capita between 2020 and 2030.
- Divert 80 per cent of waste from landfill by 2030, with an interim target of 72 per cent by 2025.
- Cut the volume of organic material going to landfill by 50 per cent between 2020 and 2030, with an interim target of 20 per cent reduction by 2025.
- 100 per cent of households have access to a separate food and organics recovery service or local composting by 2030.

VICTORIAN LEGISLATIVE CONTEXT

The Local Government Act 2020 outlines the roles and responsibilities of Victorian councils, with additional waste management responsibilities set out in the Public Health and Wellbeing Act 2008.

The Environment Protection Authority (EPA) is responsible for enforcement of the Environment Protection Act 1970 (EP Act) which is the key legislative mechanism for environmental protection in Victoria.

The new Environment Protection Act 2017 as enacted by the Environment Protection Amendment Act 2018, implements changes in response to a review of the functions and effectiveness of the EPA and aims to modernise the legislation to better respond to the environment and human health challenges both present and the future. Many of the more substantial changes relate to the regulation of the waste and resource recovery sector.

The key changes are anticipated to be in the following areas:

- Kerbside reform and transition planning
- Container deposit scheme: Victoria’s scheme will be introduced by 2022/2023, and within the scheme eligible beverage cans and bottles will be targeted



LEGISLATION & POLICY

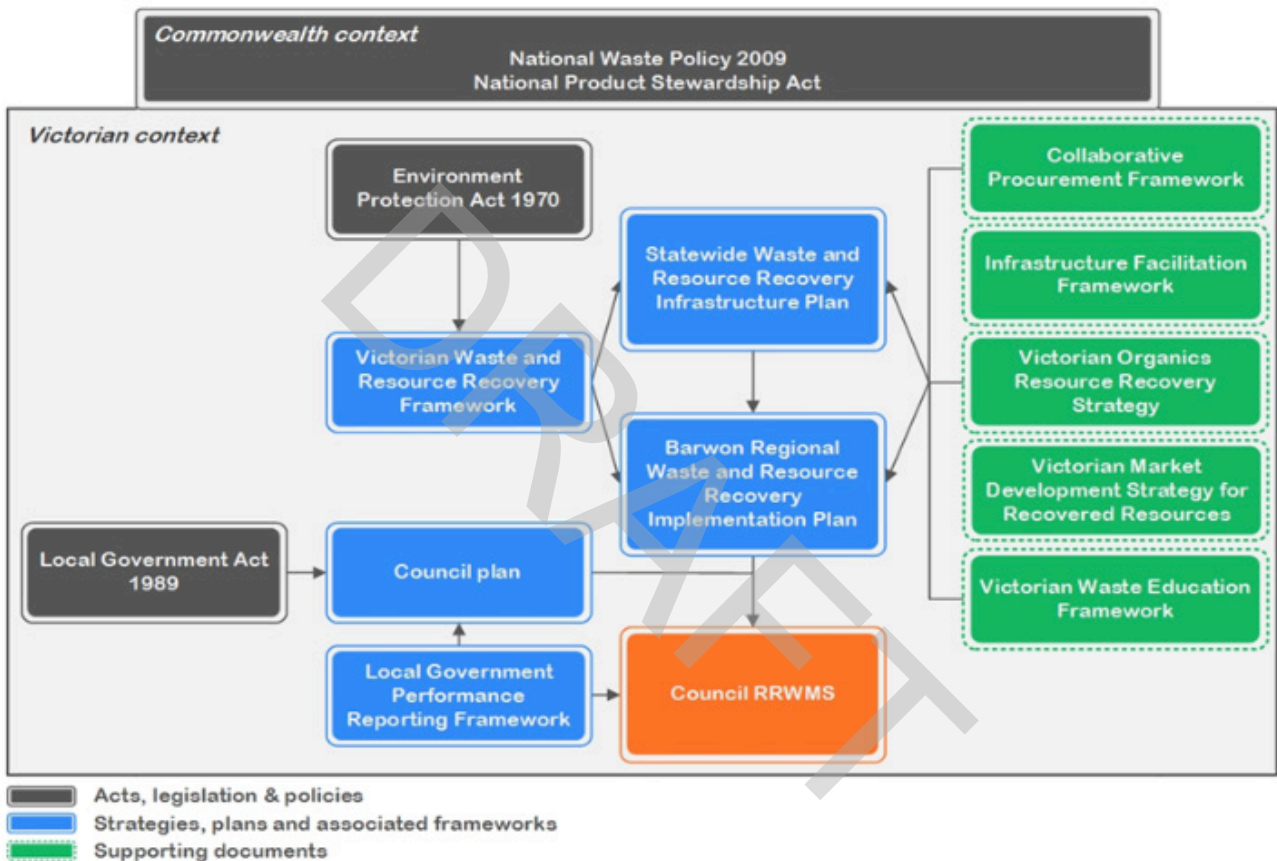
LEGISLATION & POLICY CONTEXT

- Waste Management as an essential service - new legislation will be established by the Victorian Government, which will result in the establishment of a new waste authority in 2021
- Behaviour change and targets: The policy articulates the need for education to effect behaviour change, and recognises that Statewide education campaigns will be the most effective mechanism to ensure that the public understands their role in the functioning of a successful resource recovery system
- Landfill levies: The landfill levies are proposed to rise steeply, increasing by 90% over three years to create an incentive to reduce and recycle waste
- Increasing regulation of Resource Recovery Facilities (including Council RRCs) - It is anticipated that all waste management facilities will come under the permissions system, and it is likely that Council's resource recovery centres will all become registered sites
- Financial assurances which currently apply only to licensed sites will be able to be more widely applied, including to all resource recovery sites
- Waste duties - the legislation introduces a range of new duties specifically related to the collection transport and receiving of waste
- Contaminated sites - there are new duties incumbent upon the owners of contaminated sites to notify the EPA and to manage the sites. The EPA can and will impose site management orders or better environment plans to require management of these risks. Council's closed landfills will fall under this management system
- Other - There are a broad range of other changes under the new legislation, including increased penalties, changes to the management of litter, changes to the delegations for Councils to enforce breaches, changes to EPA interaction with the planning scheme and quite significant changes to the environmental standards against which risk is assessed
- An overview of the framework within the Victorian and Commonwealth context is provided on the following page.



LEGISLATION & POLICY

LEGISLATION & POLICY CONTEXT



WHAT SHAPED THIS STRATEGY?

There are numerous factors of influence required to be accounted for in the development of this strategy.

These factors relate to changes in:

- **Adoption of the Circular Economy Philosophy**
- **State government legislation** (Environment Protection Act 2017 and subordinate legislation);
- **The introduction of a new government policy** i.e. Recycling Victoria with the major proposals being to
 - Mandate the provision of FOGO (Food and Green Organics) collections and
 - Implementation of collection arrangements to separate glass from the commingled recycling collections and the
 - Implementation of a container deposit legislation.

Council awarded the contract for waste management services (with the exception of hard waste) to a single supplier which provided the best value to council. The contract included kerbside collection services, transfer station and drop off facilities and municipal waste, organic waste and recyclables disposal and treatment.

The company was compliant with the specifications and provided very competitive pricing which was supported with strong results in the qualitative criteria made it the preferred supplier.

As a result of the process the successful contractor negotiated an addition to the contract which involved:

- Introduction of a glass kerbside recycling service in 2021
- Extended community access to the transfer stations at Alvie and Apollo Bay

Additionally Council has a view of the services which the community is seeking to be introduced which has been identified through the community engagement process as part of this strategic work and part of the transition planning for the introduction of a glass collection service.

As well as the extensive community and stakeholder engagement processes, there are numerous models, principles and legislative requirements to be satisfied to guide the development of this strategy.

Outcomes sought

- To comply with the State Government legislation and policy
- To implement services and develop infrastructure that will:
 - Encourage avoidance of generating waste
 - Increase resource recovery
 - Protect our environment
 - Be affordable and engaged with the community
- To improve the quality, effectiveness or efficiency of services and infrastructure
- To focus on changing behaviour through education, audit programs, events and reuse and recycling service promotions.

These outcomes not only guided us in developing the strategy, but also will continue to guide decisions about the ongoing implementation of the plan.

Colac Otway Shire Council is committed to ensuring that community engagement is integrated into Council core business to support decision making, build relationships, strengthen communities and seek improvement opportunities.

The community engagement approach related to this strategy was implemented in parallel to the "2050 Community Vision for Colac Otway".



This approach involved provision of numerous opportunities for stakeholders, residents and ratepayers to provide feedback, commentary and input to articulate where we want to be in the future. It will capture what is valued, aspirations and dreams for the future, what we should keep and what we would like to see changed.

WHAT SHAPED THIS WHAT SHAPED THIS STRATEGY?

The consultation was in place from February through to March and involves roadshow briefings, written and online submissions and surveys.

There are specific waste management questions and opportunities at these sessions to inform the strategy.

Additionally, in August 2020, a hard waste survey was conducted with 300 responses received. Approximately 60% of the surveys were from the Colac / Elliminyt urban area. The results of this survey will be used in conjunction with the outcomes from the community vision project to inform the actions developed for objectives.

The timeline for delivery of this strategy is shown in the following table:



2021	Jan/ Feb	Draft Resource Recovery and Waste Strategy developed Council report to approve Resource Recovery Strategy for advertising and community feedback
		Community engagement of Strategy in conjunction with 2050 Vision
	April/ May	Draft Resource Recovery and Waste Strategy considered by Council and approved for Public Exhibition and feedback from the community
	May	Draft Resource Recovery and Waste Strategy advertised for community feedback
	June	Submissions considered and draft strategy reviewed in line with feedback
	July	Final strategy submitted for Council Briefing
	July	Resource Recovery and Waste Strategy presented & endorsed by Council
2021- 2030	Jun	Strategy implementation Yearly report on progress of delivering the Resource Recovery Strategy
2025- 2026		The strategy content to be updated via a review in 4 years



WHAT WE HEARD

WHAT WE HEARD

WASTE SURVEY RESULTS 2021

“Talking rubbish at the drop off”

Council received **21** responses from the Drop offs surveys which covers areas of Beech Forest, Lavers Hill, Gellibrand and Carlisle River.

The top three priorities relating to waste management and resource recovery were:

1. Reducing waste to landfill 71.43%
2. Stop illegal rubbish dumping 57.14%
3. Protecting our environment 52.88%

Residents were asked if they were satisfied with the current drop off service offered by Council, **66.67%** of the responses said they were happy with the current drop off arrangements.

Council then asked residents what ways do they try to minimise the amount of waste they produce at home.

- 85.71% said they avoid disposable items, such as straws, plastic cutlery, takeaway coffee cups,
- 76.19% said they would repair old items
- 71.43% said they would choose products with no packaging over packaged products where possible.

Council also wanted to know what the drop off residents do with their food and organic (garden) waste as no service is currently offered at these facilities. **90.48%** said they currently use home composting with **76.19%** said they would not use an organics disposal at the drop offs, if offered by Council as they compost organics and food waste at home.

WASTE SURVEY RESULTS- GENERAL/ KERBSIDE

“Talking rubbish at the kerbside”

Council received **56** responses from the community regarding the waste strategy survey

The top three priorities relating to waste management and resource recovery where:

1. Reducing waste to landfill (e.g placing food in organics bins) 52.73%
2. Protecting our environment 50.91%
3. Lobbying for sustainable packaging (recyclable packaging) 49.09%

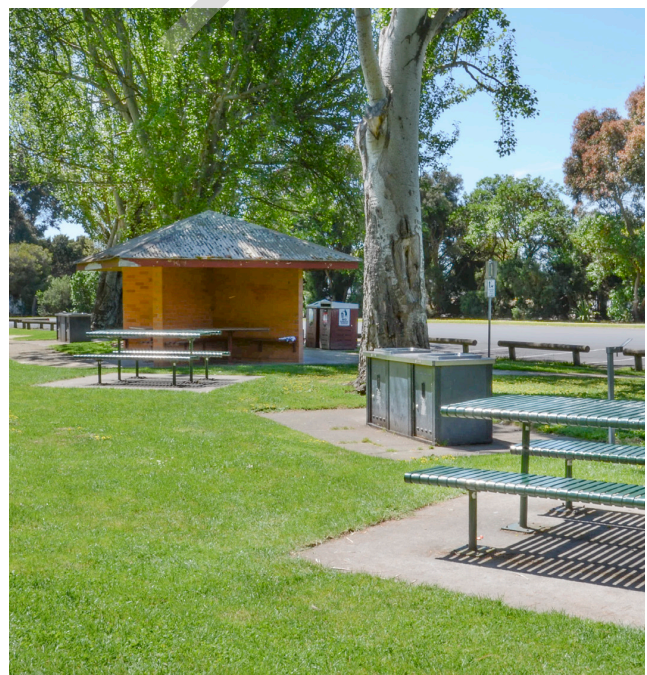
Council asked questions about reducing waste to landfill and what changes would they make to the collection frequency of the kerbside bins. **51.79%** said leave all collections the same however, **26.79%** said they would like to change the organics collection to a weekly collection.

Talking about reducing waste to landfill Council wanted to know where residents place their food scraps, **16.07%** of residents place food scraps in the red garbage bin while **37.50%** place food in their green FOGO bins.

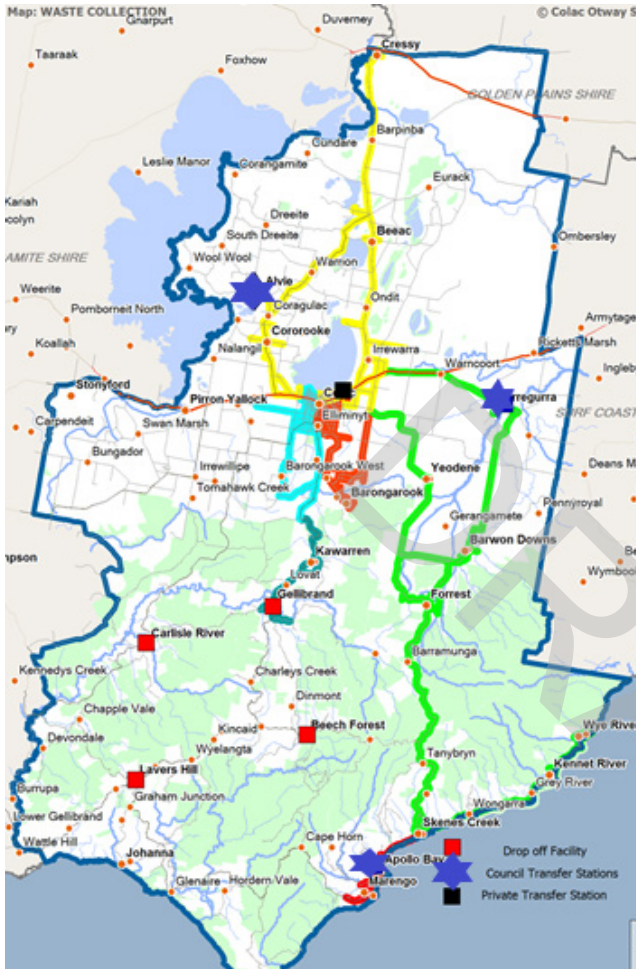
Council also asked residents where they go to find out information about waste & recycling and what goes in which bin.

- 41.07% said they use the Waste calendars
- 37.50% said they use the Council's website (Rubbish & Recycling page)
- 32.14% said they use the Council waste & recycling brochures

Therefore, residents may also find the Colac Otway Shire phone app “**Recycling 2.1**” a handy tool in future, as they can sent reminders/notifications, like which bin goes out and an A-Z directory for what goes in what bin.



WHERE ARE WE NOW?



Colac Otway Shire has a unique and precious natural environment containing some of the most picturesque scenery in the state. A large proportion is forest park and national park but it also includes beaches, rugged coastline, rain forests, waterfalls, volcanic lakes and craters.

Our resident population is estimated at 21,564 as at 30 June 2020. Approximately 83.2% of the Shire's residents were born in Australia and of those born overseas, only 4.2% came from non-English speaking.

The population forecast through to 2041 is for growth of approximately 23.39%, this significant increase is expected in part due to the completion of the dual highway to Geelong. The duplication opens up the region, making commuting an attractive option for both the local population and for those seeking a lifestyle change. With the attraction of affordable housing and great lifestyle, we are ideally located for those looking for a rural idyll within a comfortable commuting distance to major centres.

Our community demographics consist of:

- 5.6% of 0-4 year olds
 - 17.7% of 5-19 year olds
 - 16.4% of 20-34 year olds
 - 18.1% of 35-49 year olds
 - 20.8% of 50-65 year olds
 - 20.4% of 65+ year olds
 - 1.2% of Aboriginal & Torres Strait Islanders
 - 9% of the population was born overseas
- Our population growth rate is currently 0.29%

Current Council Services

The current status of waste management in Colac Otway is reviewed in this section, including data on waste and recyclable generation, collection services and waste and resource recovery facilities.

- Kerbside Collection services
- Transfer Station / Resource Recovery Centres
- Landfill Management
- Waste Education
- Illegal Dumping

SHIRE PROFILE, POPULATION AND DEMOGRAPHICS

Colac Otway Shire is situated about 160 kilometers south-west of the Melbourne CBD and approximately one hour's drive to the large regional cities of Geelong to the east, Ballarat to the north and Warrnambool to the west.

The five major industry sectors are:

- Manufacturing (1,291 persons or 13.5%)
- Health Care & Social Assistance (1,209 persons or 12.7%)
- Agriculture, Forestry & Fishing (1,191 persons or 12.5%)
- Retail Trade (872 persons or 9.1%)
- Tourism (835 persons or 8.7%)

In combination, these five industries employed a total of 5,398 people or 56.5% of the shire's population.

WHERE ARE WE NOW?

WHERE ARE WE NOW?

KERBSIDE COLLECTION SERVICES

There are 10,097 tenements that receive the weekly kerbside collection service and 167 tenements that receive the fortnightly kerbside collection service as at 30/06/2020. Currently the kerbside collection service is conducted five days per week.

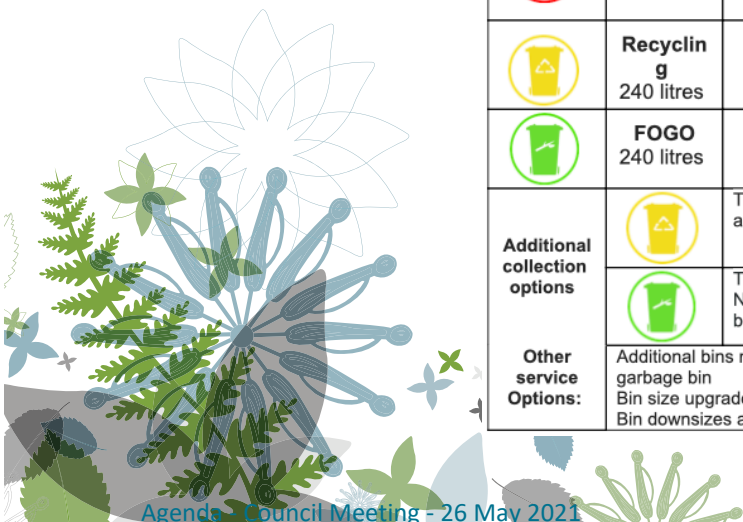
The standard collection service is shown in the below table.

Kerbside collections are also provided to a number of non - residential properties including business, commercial and industrial property; schools; child or aged care centres; sports clubs; health services centres or hospitals; religious centres; community groups; and open spaces.

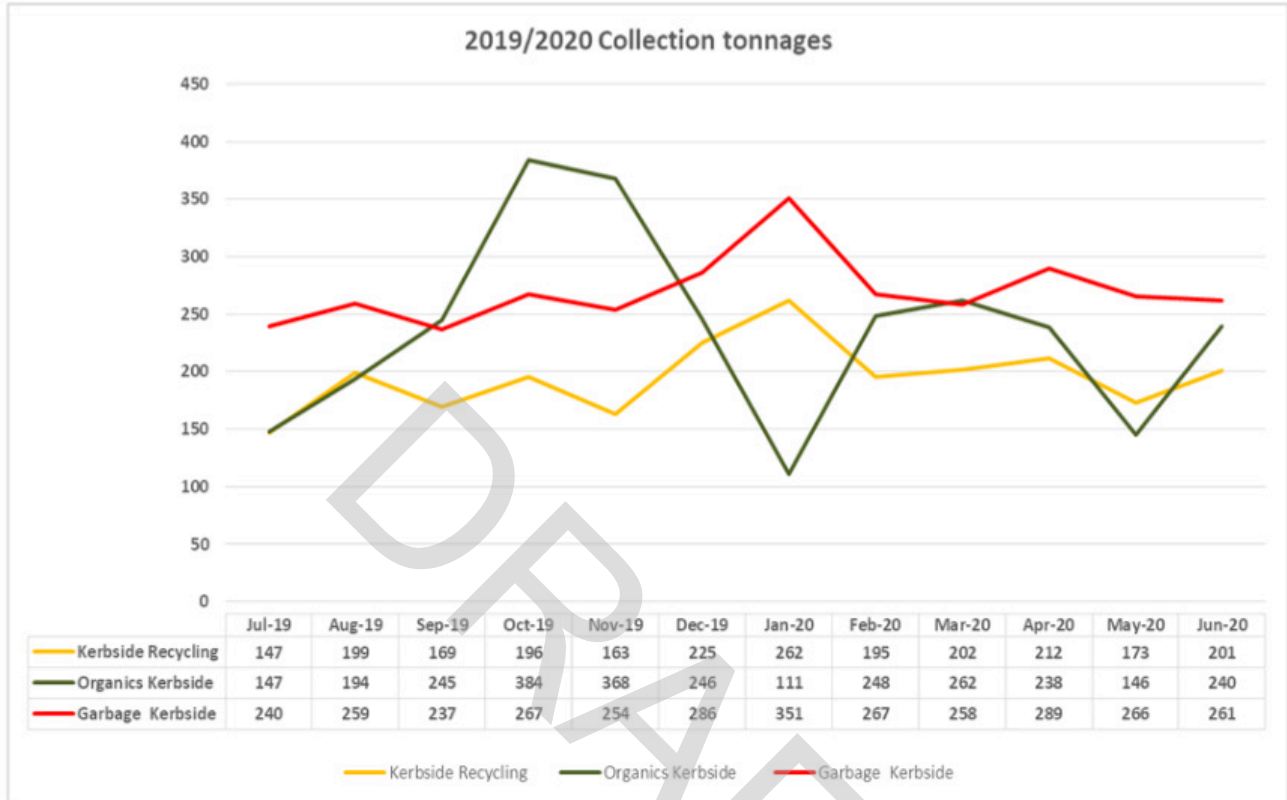
The collection tonnages for all services for 2019-20 is depicted in the following graphic. It is evident that all material streams vary throughout the year. Organic waste peaks with weekly collections occurring in October and November and to a lesser extent in the autumn, whilst recycling and waste collections are significantly higher over the Christmas and New Year holiday period when absentee landowners and holiday makers enter the shire.



Service	Standard Bin size	2019/20 Collection Arrangements / Fast Facts @ 30June2020			
		Collection Frequency	Tonnage	Kg generated per household / annum	*Contamination rate
	Garbage 120 litres	Weekly / Fortnightly 10097 / 167 services	3235 tonnes	320 kg/annum 6.15 kg/week	Diversion rate= 59% (region – 52%)
	Recycling 240 litres	Fortnightly 10264 services	2104 tonnes	228 kg/annum 8.76kg / fortnight	6.6% (region – 16%)
	FOGO 240 litres	Fortnightly 10264 services	2827 tonnes	279 kg/annum 10.7kg/fortnight	0.4% (region – 1.2%)
Additional collection options		Three extra kerbside recycling collections start the week before Boxing day to assist with disposal of extra recycling during Christmas and the New Years.			
Other service Options:		Three extra kerbside organics collection are offered across October and November, to assist with the disposal of extra organics in preparation for the bushfire season			
Additional bins may be purchased including 240L /360L Recycling, 240L organics bin or 240L garbage bin Bin size upgrades are available for purchase. Bin downsizes are available at no cost					



WHERE ARE WE NOW?

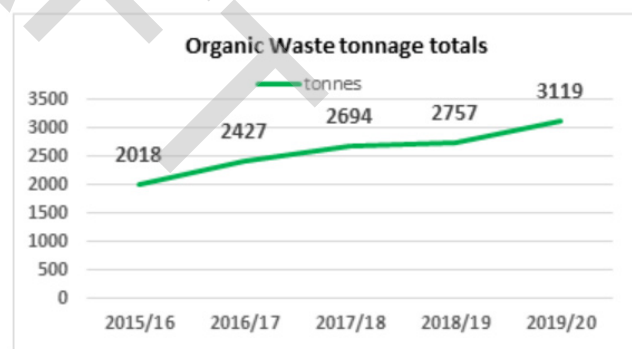


Over the year of 2019-20; Garbage represented 38% of all collections conducted by weight, with the recycling at 28% and Organics at 34%.

Wheelie Waste, the provider of Council's kerbside collection since 2010, was awarded the waste contract from September 2020 for five years with the option to extend the agreement for a further two years.

Wheelie Waste will provide kerbside collection, disposal, operate transfer stations, waste-related customer service and waste 'drop-off' sites in the shire's smaller communities.

Importantly Wheelie Waste will take full responsibility for all waste disposal at a fixed price, for example if a recycling centre was not able to receive material.



The increase in organic material diverted from landfill in 2019-20 was due to three additional kerbside collections in October and November 2019. Council offered all residents who pay for waste collection through their rates, the three additional collections to assist them in preparing their properties before the bushfire season commenced. Each year more residents use this service weekly.

WHERE ARE WE NOW?

WHERE ARE WE NOW?

The Recycling Victoria Communities Fund supports community-based projects that empower the community to reduce waste. Grants of between \$25,000 and \$250,000 are available for charities, community groups, and social enterprises to lead grassroots projects that encourage re-use, repair and a sharing economy.

The goal is to reduce the number of items that end up illegally dumped, littered, or in landfill.



PUBLIC PLACE LITTER AND RECYCLING SERVICES

There are 48 Public Place Recycling Bins serviced in the municipality on a weekly basis. This includes seasonal collection of bins at swimming pools and selected recreational reserves.

The coastal townships (Separation Creek / Wye River / Kennett River / Skenes Creek / Apollo Bay / Marengo) are serviced with 56 litter bins which are routinely collected 3 times per week (Mon /Wed /Fri) as the standard service.

Due to the coast being a significant holiday attraction during the summer and Easter breaks, services are varied by increasing the collection frequency in these areas as necessary with some services up to 3 times a day in the peak holiday periods.

In the inland areas of the municipal district there are 151 litter bins comprising of 527 collections weekly. Hence bins are serviced at the frequency warranted by their locations.

Council has also successfully sought some government funding for the purchase and installation of two additional solar litter bins. Currently council has 18 solar compaction bins installed across the shire at locations that have high usage in peak times to reduce overflowing bins.



Council have 18 solar street litter compaction bins. These bins reduce the number of collections per week and reduce overflowing bins during peak season.



WHERE ARE WE NOW?

WHERE ARE WE NOW?

WASTE AND RESOURCE RECOVERY INFRASTRUCTURE

Council manages a range of waste and resource recovery facilities to support the community and local businesses. Transfer stations are located at Alvie, Birregurra and Apollo Bay. Council's waste transfer stations accept general rubbish, hard rubbish, recycling and organic waste as detailed in the following table.

Transfer stations /Resource Recovery Centres	Materials accepted
Apollo Bay Resource Recovery Centre. 10-18 Arthur Court, Apollo Bay Opening hours -winter 16 hours weekly Monday, Wednesday, Friday & Sunday 10am-2pm Opening hours -Summer 24 hours weekly Monday - Sunday 10am-2pm (closed on Thurs)	General rubbish Fully co-mingled recyclables - commercial quantities Green waste (excluding stumps & large trees) Steel scrap / Car bodies Mattresses Chemical drums (Drummaster) Car tyres / Truck tyres
Alvie Transfer Station. 977 Corangamite Lake Road, Alvie Available 25 hours weekly Opening hours Sunday, 10am-3pm Tuesday-Friday, 10am-3pm	Tyres up to 1m in size Batteries - commercial /household* Tyres 1-2m in size E-waste items
Birregurra Transfer Station. 75 Scouller St, Birregurra Available 12 hours weekly Opening hours Sunday 10am-4pm First Friday of every month 10am-4pm	General rubbish Fully co-mingled recyclables - Scrap Metal
* All waste transfer stations are closed Good Friday, Christmas Day and New Year's Day	

Year	2019-20	Alvie RRC	Apollo Bay RRC	Birregurra RRC	Drop off facilities	Totals
		Totals	Totals	Totals	Totals	Totals
Oil	Items	0	229	0		229
E-waste	Items	319	170	229		718
Metal	Cubic metres	8	234	10		252
Organics	Tonnes	2828				2828
Garden waste	Cubic metres	19	291	16		326
Kerbside Recyclables	Tonnes	1711	631	8	16	2366
Mattresses	Items	37	357	15		409
Mixed Waste	Tonnes	332	1672	86	758	2848
Kerbside Waste	Tonnes	3236				3236
Rubber (Tyres)	Items	78	21			99

Note: Blacked out cells mean that these materials are not collected at this serviced facility.

WHERE ARE WE NOW?

WHERE ARE WE NOW?

Based on the materials received /recovered or disposed in 2019-20, it is evident that the community use of the RRCs and transfer stations is quite substantial in particular the major collection streams are highly represented followed by mattresses, e-waste and scrap metal.

In the past, hard waste vouchers were given out to second hand community groups such as the St Vincent de Paul Society and the Salvation Army, which Council used to give ten vouchers per year.

Council offers residents discounted tip tickets for disposal of general waste. Each ticket allows disposal of 0.25m³ or 240L of general waste. Tip tickets are accepted at all Council transfer stations and drop off facilities and can be purchased from customer service centres in Colac and Apollo Bay. A Book of ten cost \$72.00 or \$7.20 per 240L bin. A Book of 25 = \$155 or 6.20 per 240L bin. The gate price for a 240L red bin is = \$10.00

Council Transfer stations operate on a cashless basis with EFTPOS and tip ticket books accepted. Council is associated with the following programs to ensure the safe disposal of waste and recyclables from within and around the home: Mobile Muster, Drum Muster, E-Waste Disposal, and Detox Your Home.

Other options available for the community to dispose of unwanted materials are available at:

- Council Customer service centres at Colac and Apollo Bay for:
 - CDs & DVDs
 - Household batteries
 - Printer cartridges (non-commercial)
 - Mobile Muster phone recycling program
- Western Waste Management for:
 - General rubbish / Hard Rubbish Paint / Silage Wrap
 - Fluorescent light bulbs Asbestos



Alvie Transfer Station

In 2018, Barwon South West Waste and Resource Recovery Group ("the group") instigated assessments of all the Resource Recovery Centres in the region. The summary of their review is that:

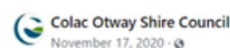
The site requires a major upgrade or closure, which Council are currently assessing. There is some good infrastructure on-site including a weighbridge. However, the site layout and operation is inefficient. A master plan for the site, including a traffic management plan, is needed for the site before any significant upgrades should be undertaken.

The improvements recommended primarily relate to shedding and binding for materials storage and improvements to the green waste collection area. In terms of management practices they recommend improved litter collection and cleansing regimes.

Alvie Landfill Fire Management Plan

In 2017, Coffey Partners was engaged to audit the Fire Management Plan and make recommendations to achieve plan compliance. Based on the site visit the items listed below are required in order to ensure compliance with the Fire Management Plan:

1. Emergency vehicle access
2. Battery storage
3. Safety signage
4. Fire break
5. Vegetation management
6. Storm-water management
7. Fencing
8. Fuel storage
9. Fire drills.



Detox Your Home is returning to Colac this Saturday, 21 November at the Colac Showgrounds from 10am to 12pm.

Registration is essential - click on the link below to register and find out what you can and can't dispose of.



WHERE ARE WE NOW?

WHERE ARE WE NOW?

Management and Storage of Combustible Recyclable and Waste Materials Guidelines

The guidelines are designed to support the management and storage of Combustible Recyclable and Waste Materials (CRWM) in a manner that minimises the risk of harm to human health and the environment from fire. The guidelines support compliance with the Waste Management Policy (WMP). In summary, the WMP CRWM requires occupiers of Waste Recourse Recovery Facility to:

- Manage risks of harm to human health and the environment from fire
- Take all reasonable steps to manage and store CRWM at the WRRF in a manner that minimises risks of harm to human health and the environment from fire, either in accordance with this guideline or in a manner that minimises the risks to a level at least equivalent to this guideline
- Prepare an emergency management plan

With the decision to extend the operational hours available for community access at Alvie, it is considered that works will be required to upgrade the Management arrangements and on site operations in order to assure that the site complies with the Management and Storage of Combustible Recyclable and Waste Materials Guideline.

In particular works may be necessary if the new "General duty requirements and permitted functions" are extended under the amended Environment Protection Act.



DROP-OFF FACILITIES

Council operates drop-off facilities at Beech Forrest, Lavers Hill, Carlisle River and Gellibrand for residents without access to kerbside waste collection services who need to dispose of their domestic waste and recycling only.

The drop-off facilities accept domestic rubbish and

20

recycling, however hard waste and green waste is NOT accepted. These can be disposed of at one of Council's waste transfer stations.

Drop-off facilities and waste transfer stations will not operate on code red or extreme weather or fire danger days.

Beech Forest- available 3 hours fortnightly
 Location: Car Park 15 Main Rd, Beech Forest
 Collection day: Saturday.
 Time: 8.30am - 11.30am

Lavers Hill - available 4 hours fortnightly
 Location: 43-47 Great Ocean Rd, Lavers Hill Hall, Lavers Hill
 Collection day: Saturday
 Time: 12pm - 4pm

Gellibrand - available 3 hours fortnightly
 Location: 20 Football Rd, Gellibrand Rec Reserve, Gellibrand
 Collection day: Sunday
 Time: 12pm - 3pm

Carlisle River - available 3 hours fortnightly
 Location: 35 Gellibrand River Rd, Carlisle Hall, Carlisle River
 Collection day: Sunday
 Time: 8.30am - 11.30am
 During January all Facilities operate weekly

Council also provided skip bins for green waste at Wye River & Kennett River



Skips for green waste (only) are in place at Wye River and Kennett River again this weekend. Thanks to our coastal communities for using the skips - we have disposed of 7.18 tonnes of green waste from the skips! Skips are located near the CFA shed in Wye and near the shop at Kennett.



WHERE ARE WE NOW?

WHERE ARE WE NOW?

HARD WASTE COLLECTION

The waste management services tender of 2020, included an option for the provision hard waste collection from all kerbside collection tenements via an 'At-Call' service as well as the transport of garbage and recycling the respective nominated facilities.

A single submission was received with a tendered price exceeding \$1.18 M for 9,946 services per annum or approximately \$118 per tenement. It was agreed by Council that the prices provided were neither competitive nor in line with market rates, hence they were not recommended to be awarded.

LANDFILL MANAGEMENT

Colac Otway Shire does not operate a Landfill. Currently waste is transported to Corangamite Landfill at Naroghid under the contract with Wheelie Waste. However there are a number of old and closed landfills which council remains responsible for monitoring and management. These include Alvie landfill (which holds an Operating license), Bruce Street Colac which is identified on the priority sites register of the EPA; and others as mentioned in the table below.

Council worked with the Barwon South West Waste & Resource Recovery Group (BSWRRG) to complete risk assessments for its four un-rehabilitated closed landfills.

The risk assessments found that these sites posed lower risk than previously understood and consequently aftercare management costs are lower than forecasted.

Council is developing a closed landfill aftercare management plan for its closed landfills that will help to understand the risk and cost involved to manage these sites into the future. Utilising the closed landfill work undertaken by the BSWRRG will mean that Council has a unified approach to landfill aftercare management that is consistent with other councils in the region.

Council is due to undertake s53V landfill audits at Bruce Street landfill and Alvie landfill 2021 Council will review and update the Alvie landfill rehabilitation plan for EPA verification. The former landfill at 34 Bruce Street, Colac requires assessment and/or clean up.

License	Material	Location or town	Closure	Rehabilitation Status
Exempt	Putrescible	Beeac	1990	Ongoing monitoring and maintenance
Exempt	Putrescible	Barwon Downs	1994	Yet to commence rehabilitation
Exempt	Putrescible	Birregurra	pre-1995	Yet to commence rehabilitation
Exempt	Putrescible	Colac - Bruce St	1997	Ongoing monitoring and maintenance
Exempt	Putrescible	Cressy	1988	Ongoing monitoring and maintenance
Exempt	Putrescible	Forrest	1998	Yet to commence rehabilitation
ES393	Putrescible	Gellibrand	1998	Yet to commence rehabilitation
Exempt	Putrescible	Marengo	1998	Ongoing monitoring and maintenance

WHERE ARE WE NOW?

WHERE ARE WE NOW?

WASTE EDUCATION

Council provides community waste and recycling education mainly via the Council website such as:

- Fact sheets for certain materials that outline the importance of recycling, where to recycle and the recycling process after material drop-off
- Guidance on minimising waste at home (including a composting guide)
- Information on the kerbside collection service including the annual collection calendar
- Location and materials accepted at waste disposal facilities.

Some waste related education is also made available at Council offices and resource recovery centres (RRC), as well as through advertisements in print and radio media.

Council are developing a re-education program for all kerbside waste and recycling streams to assist residents in reducing their waste going to landfill and increase recycling. With the introduction of the fourth glass bins, Council waste team will be rolling out new recycling information in 2021/22.

ILLEGAL DUMPING

Council is responsible for managing the Shire's illegal dumping incidents. The level of illegal dumping occurring in the Shire is low and is stated to be approximately 25 reports annually. There is no information available as to the level of illegal dumping on public Land managed by the state.

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

	2017	2018	2019	2020	Similar Council	All Councils	Notes
Kerbside bin collection requests per 1,000 households - No	100	59	70	69	87	119	20% less than similar councils and 57% less than all councils
Kerbside collection bins missed per 10,000 households - No	6.3	2.3	2.1	1.6	3.8	5.0	Over 50% less than similar councils
Cost of kerbside garbage bin collection service per bin - \$	135	140	138	141	105	112	Future costs will decrease with changes in new contract 34% higher than similar councils
Cost of kerbside recyclables collection service per bin - \$	36	37	45	61	70	65	15% less than similar councils
Kerbside collection waste diverted from landfill - %	47	47	52	60	47	44	Improvement due to additional collections provided and bin inspections

COMMUNITY SATISFACTION WITH WASTE COLLECTION SERVICES

In 2019/20 the Local Government Community Satisfaction Survey was conducted. The survey examines a range of Council services and measures the community's perceptions of importance and satisfaction.

Council is relatively well regarded with waste management being in the top five highest rated services according to the survey. A key contributor to this increase is a significant improvement in performance perceptions among residents aged under 50 years.

In comparison to the statewide and group averages, Council also performs significantly higher than the large rural group average for waste management and is comparable to the statewide assessed performance rating.

WHERE ARE WE NOW?

WHERE ARE WE NOW?

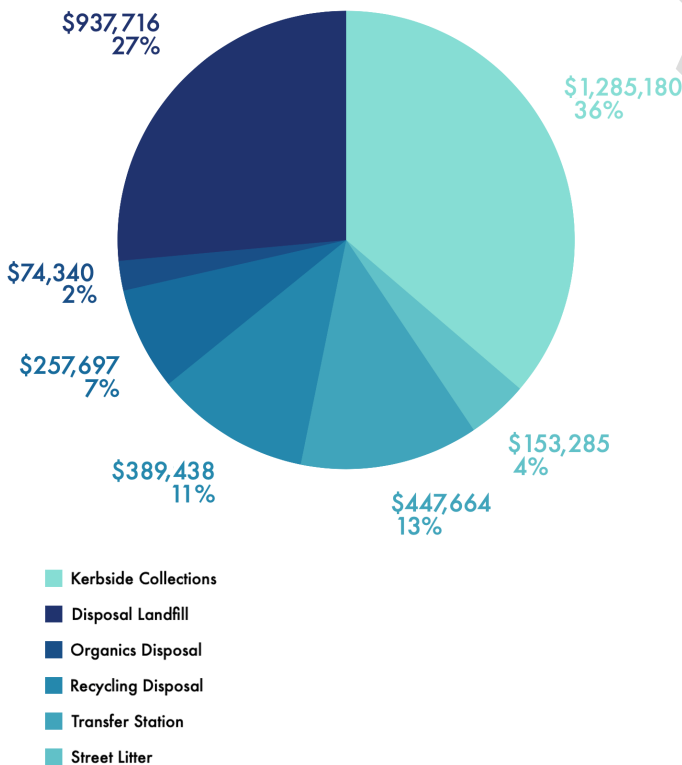
Services	Colac Otway 2020	Colac Otway 2019	Large Rural 2020	State-wide 2020	Highest Score	Lowest Score
Waste Management	65	64	62	65	Colac and Surrounds residents	Apollo Bay and Surrounds residents

MUNICIPAL WASTE CHARGE (MWC)

The Municipal Waste Charge is applicable to defined properties which are described as being land used primarily for residential or commercial purposes; or other land in respect of which a waste collection and disposal service is provided. The 2020/21 MWC was the only charge reduced by a council in the Barwon south west region and notably, is the lowest charge levied in the whole region. The current annual Waste Management Charge for weekly kerbside collection is \$300.00 per annum and the fortnight kerbside collection is \$205.00 per annum. The proposed figure for 21/22 is \$308.

WASTE MANAGEMENT EXPENDITURE

In 2019-20 the budget totalled \$3.54M and included the services shown in the graphic below. It is evident and significant that 27% of the budget is spent on disposal i.e. specifically waste deposited to landfill and this total will increase with the proposed increases in landfill levies. In 2020-21, the total waste management budget (\$4.109 M) represents 7.3% of the councils operating expenditure. Hence this strategy is strongly focused on reducing of the volumes associated with landfill disposal, through improved recycling and behaviour changes to avoid waste being generated.



TIPS ON HOW TO REDUCE YOUR ENVIRONMENTAL IMPACT

Victorians are great recyclers and we don't want that to change. Here are a few ideas on how you can help as we work to rebuild our recycling system.

AVOID
The best thing we can do is avoid waste. **Shop smart** – only purchase products you need. Choose items that are **packaging-free** or have minimal packaging. **Buy recycled.**

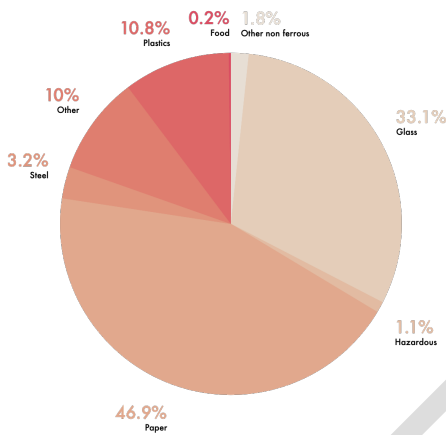
REUSE
Reuse what you can. Glass jars make great storage. **Donate items** that are in good condition. **Buy second-hand.**

REDUCE
See unnecessary packaging on a product? **Tag the producer on social media** and ask them to **reduce their waste.**

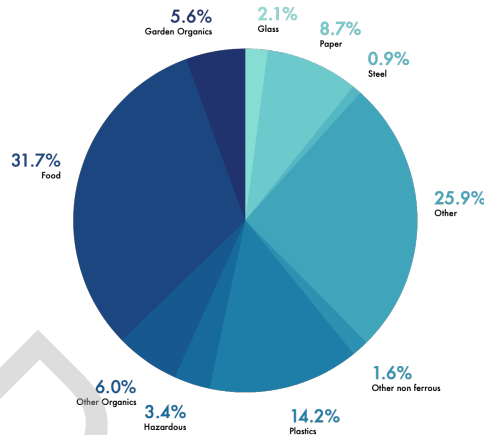
WASTE HIERARCHY: BEST CHOICE (AVOID, REUSE, RECYCLE & COMPOST) to WORST CHOICE (RECOVERY, WASTE).

WHERE ARE WE NOW? WHERE ARE WE NOW?

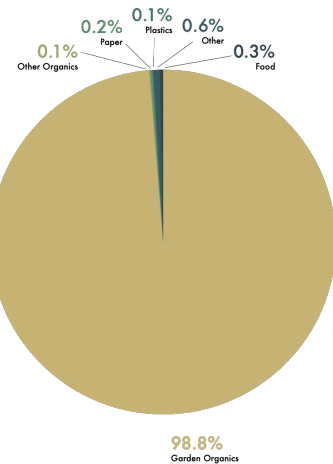
Recycling Stream % by weight



Waste Stream % by weight



Organics Stream % by weight



KEY FINDINGS FROM KERBSIDE BIN AUDITS

BSWRRG engaged EC sustainable to conduct a kerbside bin audit in 2018. The audit was conducted from April to June in 2018 and involved detailed sampling of 101 waste, recycling and organic bins with the location split being 70% urban and 30% rural.

Composition of materials in garbage bins

- Regional average 8.9 kg/hh/wk
- COS result = 8.7 kg/hh/wk
- There is a potential to divert 43% of the red waste bin to organics and 13% to the recyclable bin

Composition of materials in recycling bins

- Regional average 5.4 kg/hh/wk
- COS result = 5.4 kg/hh/wk
- Region Contamination average 16%
- Contamination rate is 6.6% which is excellent but provides scope to be lowered
- The audit also identified that the percentage of glass represented in the recycle bin was 33.12% and 2.10% in the red waste bin.

Composition of materials in organic service

- Regional average 8.0 kg/hh/wk
 - COS result = 8.5 kg/hh/wk
 - Contamination average 1.2%
 - COS contamination rate is 0.41% and is negligible.
- Diversion rate: Regional 51.7% Statewide diversion rate 44%, COS audit result = 58.85%

The LGPRF figures for 2020 indicate that the Shire has continued to improve diversion rates with a result of 60.4%.

Service/Indicator	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations and Comments
Waste Collection Waste Diversion Kerbside collection waste diverted from landfill (Weight of recyclables and green organics collected from kerbside bins) x100	47.09%	47.79%	52.06%	60.38%	The increase in waste diverted from landfill is due to better source separation at the kerbside and the extra weekly collection of green organics in October/November and yellow recycling bins during Christmas school holiday period.

OPPORTUNITIES CHALLENGES & OPPORTUNITIES

ACHIEVEMENTS IN 2019-20

- Due to expected savings identified within the pending waste services contract, the annual kerbside collection charge decreased with the weekly waste charge reduced by \$15 from \$315 to \$300 and the fortnightly waste charge by \$10 from \$215 to \$205
- 3,119 tonnes organic waste diverted from landfill
- The increase in organic material diverted from landfill in 2019/20 was due to three additional kerbside collections across October and November 2019. Council offered all residents who pay for waste collection through their rates, the three additional collections to assist them in preparing their properties before the bushfire season commenced.
- The utilisation of this service increases each year as indicated by the tonnages received and bin lifts.
- 320kg / household waste generated and disposed to landfill
- This decrease in waste to landfill is due to better source separation of recycle and organic material out of the landfill bin from the kerbside collection bins. Bin inspections program which is a targeted re-education program has also assisted with this reduction of waste to landfill.
- 124.5 tonnes carbon emissions reduced
- Solar compaction bins, (previously trialled in Apollo Bay) were rolled out across the shire including Lavers Hill, Gellibrand, Beech Forest and Colac to monitor waste levels, avoid waste overflowing at peak holiday times and improve the Shire's amenity.
- Council has enhanced the use of recovered or reusable materials.
- Wood chips from tree maintenance is used on garden beds and surplus amounts are made available to community groups for mulching. Road materials recovered from asphalt renewal projects is re-purposed in high maintenance areas on gravel roads.
- Recovered bitumen material from Regional Roads Victoria is used by Colac Otway Shire on local roads.
- Colac Otway Shire collect printer cartridges, household batteries, mobile phones, CDs and DVDs for recycling. E-waste is also gathered for recycling.

KERBSIDE COLLECTIONS

Bin Compositions: Based on the results of the regional audit and statistics reported for tonnages collected, it is estimated that;

- Additional quantities of FOGO (31.7%) could be diverted from the waste bin into the FOGO bin
- Additional quantities of recyclables (25.9%) could be diverted from waste into the recycle bin

Glass recycling service: this strategy proposes to implement the glass recycling service in 2021-22. Based on the 2018 audit results, the impact of introducing this service would be to remove 33% of the glass from the commingled recycling bin and 2% of the glass in the red waste bin. In total this would be equivalent to 1.85 kilogram / week or if collected monthly (i.e. 12 times per year); 8 kilogram per collection.

With the introduction of container deposit schemes in 2022-23, it's anticipated that an average of 28 % of glass is returned through CDS so that the remaining volume to be collected on the kerbside is 5.75 kg / month based on the NSW experience.



Glass Kerbside Recycling Collection Service

Council has decided to implement a glass collection service for all properties in the current kerbside collection territory in 2021/22.

The provision of 10,264 120 litre purple bins with an estimated cost of \$450,000 is identified as funded in the 2021/22 Budget.

The service costs represent additional costs but these are offset by savings in treatment and processing costs for glass and commingled recycling without glass.

OPPORTUNITIES CHALLENGES & OPPORTUNITIES

Proposed Timeline for implementation of Glass Recycling Service.

Months relative to service commencement	6	5	4	3	2	1	0	1	2	3
Decision to implement Glass recycling service	X									
Budget allocated for service provision	X									
Transition Plan (final) submitted to DWELP	X									
GRBs delivered to COS						X				
GRBs distributed with introductory letter to Residents						X				
Launch community education campaign for all residents			X	X	X	X				
GRB service commences							X			
Ban glass from kerbside recycling bin							X			
Inspections and contamination communication								X	X	X

Contamination rates: Contamination rates are exceptionally lower when compared to both the region and statewide averages, however there remains scope to reduce contamination further in the recycling bins through further education and inspections.

Diversion rates: The current diversion rate achieved is 13-17% better than “comparable councils” and “all councils” respectively. Whilst the current diversion rate has improved year on year, further continued improvement needs to be targeted.

Community Satisfaction and Local Government Performance feedback: Results are between 15 and 50% better than similar councils with the exception of costs of kerbside garbage collections. Prioritising targeted education and information campaigns along the coastal communities including Apollo Bay may assist in improving satisfaction levels in these areas.

Audits /Inspections: the current position is that bin inspections occur on a random basis. With the pending implementation of a glass collection it is proposed that a bin inspection program be implemented on a regular basis in conjunction with a public education / engagement program to properly educate service users of the correct separation of waste across the four streams.

It is also recognised that detailed information is required to provide feedback regarding the public engagement programs, hence regular bin audits should be introduced to target and identify problem areas.

Service Levels: The inclusion of variable frequency of services for recycling and FOGO collections is somewhat unique in terms of being responsive to local community needs. Particularly the increased capacity for litter and public place recycling is an operational decision which may be extended in the future.

YOUR RECYCLE BIN WAS NOT EMPTIED TODAY...

As it contained:

- Household Garbage / Food
- Bagged Recycling
- Polystyrene / Foam
- Plastic Bags or Soft Plastics
- Textiles / Clothes or Shoes
- Nappies
- Other
- Overfull or Overflowing / Too Heavy

In order to have your bin emptied, please rectify this situation before your next scheduled collection. Trucks will not return this collection week.

For further information please call the Colac Otway Shire on 5232 9400

YOUR ORGANIC BIN WAS NOT EMPTIED TODAY...

As it contained:

- Recyclables
- General Garbage / Nappies
- Plastic Bags / Soft Plastics
- Textiles - Clothes or Shoes
- Polystyrene / Foam
- Other
- Overfull or Overflowing
- Too Heavy

In order to have your bin emptied, please rectify this situation before your next scheduled collection. Trucks will not return this collection week.

For further information please call the Colac Otway Shire on 5232 9400

**To the householder
WRONG MATERIAL FOUND IN THE ORGANICS BIN**

Your GREEN organics bin has not been emptied today because it contained the following items that are NOT organic and which cannot be made into compost.

- GARBAGE
- NAPPIES
- DIRT / GRAVEL
- TOYS
- OTHER
- BRICKS / BUILDING MATERIALS
- POLYSTYRENE / FOAM
- CLOTHES / SHOES
- RECYCLABLES

Contaminated bins will not be emptied. Only green waste and food scraps can be placed in your green lidded bin. Random audits will continue and we will NOT empty any green lidded bin which contains material other than organic material, green waste and food scraps.

For further information contact Colac Otway Shire Council Tel: (03) 5232 9400 Web: www.colacotway.vic.gov.au

**To the householder
WRONG MATERIAL FOUND IN THE RECYCLE BIN**

Your YELLOW recycle bin contained the following items that cannot be recycled as part of your kerbside collection.

- BAGGED RECYCLING
- CLOTHES / SHOES
- POLYSTYRENE / FOAM
- PLASTIC BAGS AND SOFT PLASTICS
- GARBAGE / BLANKETS
- GARBAGE / FOOD
- CERAMICS
- BATTERIES
- BUILDING MATERIALS
- NAPPIES
- OTHER

Please keep contaminants out of the recycle bin. Random audits will continue.

- Your bins was emptied today, however it may not be emptied in future should it contain items that cannot be recycled as part of the kerbside collection system.
- Your yellow recycle bin was not emptied today because it contained the above items.

For further information contact Colac Otway Shire Council Tel: (03) 5232 9400 Web: www.colacotway.vic.gov.au

OPPORTUNITIES CHALLENGES & OPPORTUNITIES

COLAC OTWAY - RECYCLE 2.1

Council is taking its recycling service into the digital space with the launch of the Recycling 2.1 App, the latest tool to support Colac Otway residents to recycle right.

RECYCLE 2.1



The mobile phone app offers residents important and up-to-date information about the waste service in an accessible, easy to view format. Residents can find out about what goes in which bin, and a whole lot more.

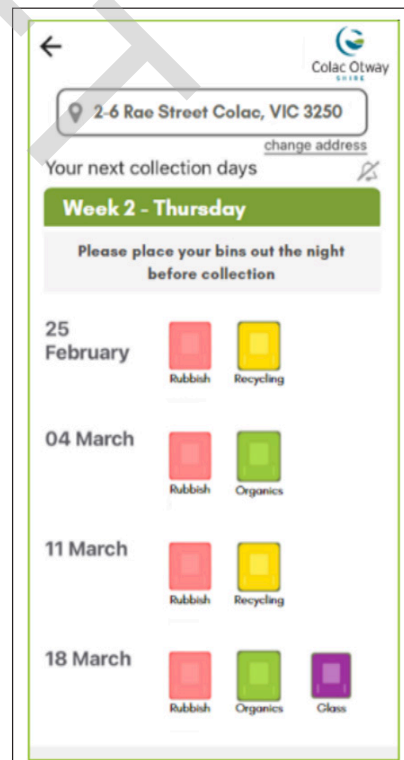
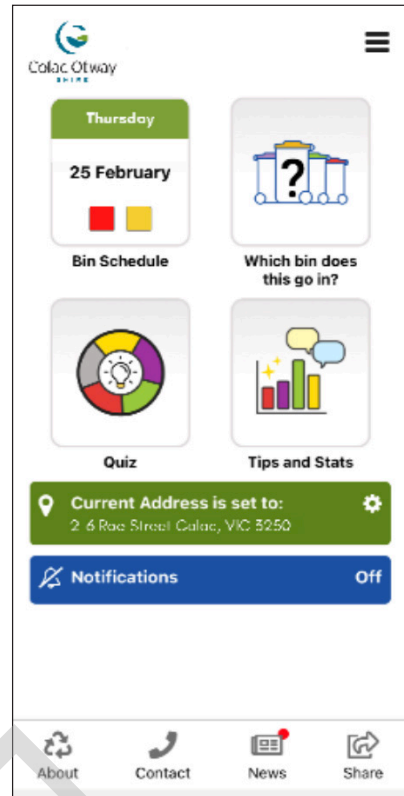
Bin schedule Enter your address to find out which bins to put out for the next four weeks. Set a time to receive a reminder alert to put out your bins.

Which Bin Does This Go In? Enter a household item into the interactive tool to check in which bin it goes, as well as additional recycling options where available.

News feed Receive information about your waste and recycling service that may be new or noteworthy.

Tips & Stats Learn about everyday actions that can help avoid producing waste, and how each recycling stream is tracking shire wide.

Notifications Switch on Notifications to receive a ping when there are service updates or news items.



OPPORTUNITIES CHALLENGES & OPPORTUNITIES

WASTE MANAGEMENT COSTS

The 2020-21 Waste Management Charge decreased by \$15 for weekly services and \$10 for fortnightly services positioning it as the lowest “charge” in the Region for waste management.

As it is proposed to implement a monthly glass collection service in 2021-22, this service will incur additional costs for collection but it is estimated that overall recycling treatment costs will be reduced by excluding glass from the commingled recycling bins.

It will also be necessary to purchase bins for the service which is anticipated to be offset by State Government funds to some degree. Detailed modelling and assessment of these costs is required prior to commissioning the service.

WASTE AND RESOURCE RECOVERY INFRASTRUCTURE

The range of waste and materials deposited at the transfer stations at Apollo Bay and Alvie is quite extensive. However, the process whereby residents and commercial businesses deposit their materials is not overseen as generally staff are available only to manage the weighbridge.

An option offered is to make arrangements such that there is supervision of the emptying of trailers / bins etc. The additional scrutiny may result in source separation of waste and additional materials being recycled or sorted such that only “waste and refuse” is sent to landfill disposal.

It is also recommended that disposal costs be reviewed to provide incentives for users of the transfer station to sort their loads and reduce landfilled waste.

APOLLO BAY

Generally operations and site investigations identify that the transfer station operates efficiently and is compliant with best practice guidelines. With the new arrangements occurring with the waste management services tender and the anticipated increased reporting and monitoring requirements of Government, it is proposed that additional auditing and compliance checking will be conducted on site to maintain contract and reporting compliance.

ALVIE

With the expected legislative changes it is recommended that this site be revisited by an auditor to check on the current arrangements pertaining to the Alvie Fire Management Plan as well as the level of Management and Storage of Combustible Recyclable and Waste Materials Guideline.

RECYCLING VICTORIA'S REQUIREMENTS

The introduction of the Victorian Governments Policy “Recycling Victoria” requires Council to consider and implement services, works and programs to assist with the policy implementation. Proposals for consideration which respond the policy actions expected to be implemented are shown in the following table;

Recycling Victoria policy actions	MSC considerations Council will:
2.1 Support for communities The Victorian Government will provide grants to support local community groups, social enterprises and other not-for-profit businesses working to reduce waste and improve recycling, including through repair cafes and product-sharing schemes. Initiatives to tackle litter and illegal dumping will also be supported.	<i>Advocate on behalf of and support community groups and locals to host repair cafes, community gardens. Implement a community resilience project to identify and report dumpers.</i>
2.2 Support for councils Local councils will be able to apply for funding to identify and implement local services and solutions that enable their community to participate in a circular economy.	<i>Apply for funding to support services and programs initiated by Council</i>
2.3 State-wide education and behaviour change programs The Victorian Government will deliver education and behaviour change programs to support a range of initiatives included in Recycling Victoria, including reforming kerbside recycling services.	<i>Incorporate educational programs seeking to encourage positive behavioural changes as part of the community engagement program</i>

OPPORTUNITIES CHALLENGES & OPPORTUNITIES

Recycling Victoria policy actions	MSC considerations Council will:
<p>4.1 Support for charities To achieve these outcomes, the government will: support the reuse, repair and share sectors through the Circular Economy Business Innovation Centre (see Action 1.1), business support grants (Action 1.2) and the Support Victorian Communities and Councils programs (see Actions 2.1 and 2.2)</p>	<p><i>Investigate the potential for repair & reuse (R&R) to be included with tip shops at the RRCs. Engage with Men's Shed operations to determine level of interest in participation</i></p>
<p>5.1 Household recycling reforms To manage this transition, the Victorian Government will provide a kerbside reform package to support local government to roll out this new recycling system for Victoria. This system will include access to four core waste and recycling services: 1. Combined food and garden organics 2. Glass - the community will be offered a new glass bin or access to glass services by 2027 3. Combined paper, plastic and metals 4. Residual waste. Councils will be expected to work together, aggregating waste volumes and pursuing collaborative procurement of waste and recycling contracts to achieve improved services and recycling outcomes.</p>	<p><i>Determine framework for introduction of glass recycling in transition plan. Conduct bin audits as a preliminary measure to determine material streams in current bins. Seek funding from state from lodgment of final transition plan. Pursue collaborative procurement with regional councils</i></p>
<p>5.2 Introduce a container deposit scheme Where containers are collected at the kerbside, councils and recyclers will share the deposit refund. Victoria's scheme will be introduced by 2022/23.</p>	<p><i>Brief Council regarding the Government proposed CDL arrangements and identify requirements of Council.</i></p>
<p>Key commitment 6: Fit-for-purpose landfill levies.</p>	<p><i>Refer section below</i></p>
<p>Key commitment 7: Governance and regulation. 7.1 Regulate waste as an essential service. The Victorian Government will establish a new dedicated waste and recycling act to ensure services are reliable and meet community expectations. It will require improved data collection from waste and recycling organisations (including material recovery facilities). Councils will also be required to provide information on the cost of delivering waste and recycling services.</p>	<p><i>An integrated financial system is required to match records for goods disposal with revenue received and expenditure incurred. Financial monitoring and budgets need to be improved in regards to information provided to the community.</i></p>
<p>The Victorian Government will introduce new rules to require businesses to sort commonly recyclable materials and organic waste from unrecoverable wastes. It is expected that these rules will apply to businesses that do not use the kerbside collection system.</p>	<p><i>Consult with local business organisations to identify and determine appropriate business recycling services and providers.</i></p>
<p>8.2 Public leadership in recycling We will seek new opportunities to purchase products containing recycled material (such as recycled printing paper) and use recycled materials to build roads, railways and other public infrastructure.</p>	<p><i>Review the procurement Policy to require "green purchasing" and revise suppliers and contractor arrangements that encourage recycling and minimise waste as a selection criteria</i></p>
<p>Key commitment 11: Expand Victoria's waste data systems A new waste and recycling data system will be developed to enable better waste management and circular economy monitoring and recycling market intelligence reporting.</p>	<p><i>Data collection to be improved by use of enhanced electronic systems</i></p>

OPPORTUNITIES CHALLENGES & OPPORTUNITIES

ENVIRONMENT PROTECTION REFORMS

As part of the Victorian Government's recognition that major reforms are needed to lift the performance of the recycling sector, a major change to now regulate waste as an essential service has been adopted.

This will ensure greater transparency and service standards. New legislation will be established by the Victorian Government, which will result in the establishment of a new waste authority in 2021.

The functions of such waste authority are still unclear at this time, but are likely to subsume the role currently played by the Waste and Resource Recovery Groups.

Councils interact with the EPA in several different roles, including as regulated duty holders, co-regulators and planning authorities. Under the new legislation, the requirements on Council will increase markedly.

The key reform in the new environment protection legislation, is the introduction of a General Environmental Duty (GED). The GED places a duty on individuals and organisations to be aware of and manage risks to the environment. For Council this will operate in much the same way as the duty to be aware of and manage OHS risks, which means the duty to identify and manage risks to the environment is criminally enforceable.

The highest risk activities will continue to require an EPA license to operate (for example landfills), and there will now be two other levels of permissioning - permit and registration - which will apply to sites based on the threshold of material kept on site (including Council RRCs).

It is unknown at this time what actual new requirements may be. Certainly there will be increased requirements for the management of combustible stockpiles and emergency preparedness, as well as increased requirements for data collection.

Financial assurances which currently apply only to licensed sites will be able to be more widely applied, including to all resource recovery sites, and will be more rigorously scrutinised including through an annual external audit process.

The legislation introduces a range of new duties specifically related to the collection transport and receiving of waste. Depending on the detail of the regulations, this will apply to Council's management of RRC sites and landfill, as well as to Council contractors as waste transporters. This will impose requirements for record keeping and data management that will necessitate an overhaul of record keeping processes at Council's facilities with a move to electronic data capture.

There are a broad range of other changes under the new legislation, including increased penalties, changes to the management of litter, changes to the delegations for Councils to enforce breaches, changes to EPA interaction with the planning scheme and significant changes to the environmental standards against which risk is assessed. This last item will require revision of all management plans for high risk activities such as landfills, closed landfills and resource recovery centres.



OPPORTUNITIES CHALLENGES & OPPORTUNITIES

LANDFILL LEVY INCREASES

It is the State Government's intention that high landfill levies act as a market deterrent to provide support to resource recovery industries and an incentive for all Victorians to divert waste to recycling. Key commitment 6: Fit-for-purpose landfill levies.

"Getting full value" commits to continued use of the landfill levy in this way. Accordingly, since 2008-09 the levy for municipal waste has increased over 400% from \$7.00 to \$29.30 per tonne, and the rate for industrial waste has increased 700% to \$51.30 per tonne. Such increases in levies aims to discourage interstate transport of waste to Victorian landfills whilst creating a strong incentive to support the waste management hierarchy by encouraging waste avoidance, recycling and technological innovation.

The proposed increases to the levy over the next three financial years are shown below:

Levy	1 July 20 - 31 Dec 20 (2020-21)	1 Jan 21 - 30 Jun 21 (2020-21)	1 Jul 21 - 30 Jun 22 (2021-22)	1 Jul 22 - 30 Jun 23 (2022-23)
Metropolitan Municipal and Industrial Levy	\$65.90	\$85.90	\$105.90	\$125.90
Rural Municipal Landfill Levy	\$33.03	\$42.95	\$52.95	\$62.95
Rural Industrial Landfill Levy	\$57.76	\$75.59	\$93.19	\$110.79
PIW - Category C Landfill Levy	\$70.00	\$85.90	\$105.90	\$125.90
PIW - Category D Landfill Levy ²	New category from 1 July 2021		\$105	

It is imperative a clear and transparent communication be provided to the community regarding the impacts of the increases to the landfill levy. The considerable increase in levies will need to be reflected in the gate cost to the community as well as in the waste management charge for kerbside collection services.

Based on current waste generation rates, the impacts for 2020-21 are negligible as the increased levy is applicable for six months only. However, for the 2021-22 year the levy will be \$19.92 higher than 2020-21, and for 2022-23 the levy will increase by \$29.92.

The Municipal Weekly Waste charge will increase without account for increased collection costs or disposal costs by an average \$8.00 in 2021-22 and \$9.36 in 2022-23.

In the same time-frame it is also anticipated that total RRC waste disposal costs will increase by approximately \$60 to account for the rise in the landfill levy.

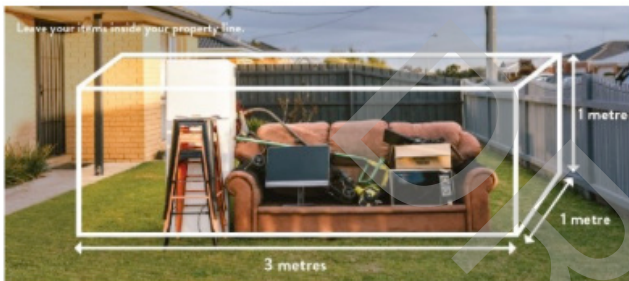
Additionally, address the potential of Illegal dumping occurring, consideration should be given to the introduction of measures which seek to reduce disposal costs to the community for some waste materials or alternatively the implementation of additional service options for the community benefit. These additional services may include:

- Free mobile tree mulching pre fire season

OPPORTUNITIES CHALLENGES & OPPORTUNITIES

ILLEGAL DUMPING

Council is responsible for managing the Shire's illegal dumping incidents. The level of illegal dumping occurring in the Shire appears to be minimal. However increased emphasis is recommended regarding the investigation of dumping incidents to identify if there is any relationship between the frequency of incidents and associated disposal costs impacted by the increased landfill levy.



HARD WASTE COLLECTION

Hard waste is described as large items that cannot fit in a regular bin and hence are usually quite large such as fridges, washing machines, couches, cupboards, wardrobes, televisions, furniture, computers, mattresses, building material and similar items.

The Barwon South West Regional Waste and Resource Recovery Group (BSWRRG) Implementation Plan 2017-2026 states regarding Hard Waste Collections S 4.2.2 that:

Hard waste collections have historically been provided by a number of councils across the region for households to dispose of items not suitable or permitted in the household kerbside collections.

Hard waste collection services have been discontinued by most Councils in the region due to the cost, amenity and occupational health and safety issues, with residents encouraged to use the RRC/TS (Regional Recovery Centres /Transfer Station) network.

Discussions held with other member Councils of the BSWRRG have identified the following issues / information related to hard waste collection schemes.

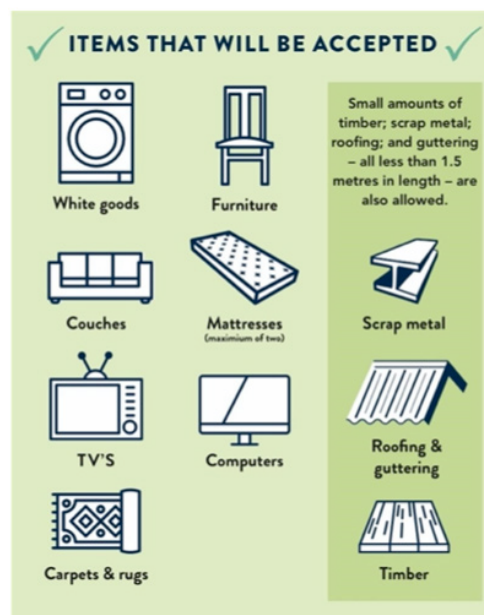
- The practicality of hard waste collections in rural councils is generally less than that of metropolitan councils due to the travel distances involved

- Hard waste collection systems are introduced primarily to combat illegal dumping and secondarily to recover additional resources
- Hard waste collection services have been discontinued by most group councils due to the cost, amenity and occupational health and safety issues'
- Many Councils instead of providing vouchers for waste disposal, do not charge for receipt of a wide variety of recyclables at the Transfer Station. Some Councils have free recyclable days or periods rather than for the entire year
- Alternative methods for dealing with undesirable items, such as specific collection programs or increased promotion and education of transfer stations as drop-off centres for designated items can be implemented to maximise the reuse and recycling of materials.

Horsham City Council considered hard waste collection as part of the development of a waste management strategy. However, in their deliberations the following discussion was minuted:

"The committee raised some concerns about the risks of hazardous materials being left on kerbs for collection. These materials could pose a risk to the community and staff involved in collection. Despite this, it was considered that a form of hard waste collection service should be available for people with limited abilities"

Hard Waste means household items no longer required including:



OPPORTUNITIES CHALLENGES & OPPORTUNITIES

Hard Waste or Bulk Waste disposal options

The recent contract for waste management services sought a tender for provision of a once per annum collection of up to three cubic metres for all residents receiving kerbside collection services. The tender received exceeded \$1.18 M which works out at \$118 per tenement or household.

It's important that any additional services introduced should be efficient, complement existing services (i.e. transfer Station operations), represent value for money and meet the needs of all community.

Currently many in the community use the existing transfer station network to dispose of unwanted goods, however this access is dependent on those people having access to transport (a trailer or a truck). Hence the gap in the existing services is to meet the needs of the community who are without transport access or those living with limited financial means. Hence the solution needs to include the capacity for goods to be picked up at a person's residence.

The survey conducted into hard waste in August 2020 produced the following results from the 300 respondents:

- 97% would utilise a hard waste service if provided
- Goods to be disposed in the service 53% household items, 36% white goods (steel), 31% scrap metals, 8% green waste, and 48% all of the materials identified
- Twice per year service is preferred to annual collection
- 10% preferred self-haul, with booked collections at 25% and kerbside collection at 65%
- Collection volumes preferences were for two cubic metres at 42% and three cubic metres by 31%
- Fee payable; preference for fee of \$24-\$49 by 68% with 20% saying no charge

The Metropolitan Waste and Resource Recovery Group Hard Waste Services Leading Practice Guide identifies the following Requirements to be considered when implementing hard waste services.

These priority materials in the hard waste collection must be diverted from landfill:

- Ferrous and non-ferrous metals
- E-waste
- Mattresses
- White goods
- Furniture

Only non-recoverable material should be disposed to landfill.

A booked service that includes a hard waste pre-assessment scheme would assist residents to identify and use local management options for the recoverable items in their hard waste.

Ways to deal with unwanted items and to avoid landfill include:

- Donate items to a local charity store or arrange for the charity to collect your item
- Promote your unwanted items on a social networking sites such as Buy/Swap/Sell or on your Facebook page - marketplace
- Post a notice up at your work or on community notice board advertising your item(s).
- Sell item(s) online on sites such as EBAY and Gumtree, or advertise in the local paper
- Post your items on a reuse website such as Freecycle
- Hold a garage sale
- Engage with local traders that deal with bulky goods, furniture, white goods to develop an incentive scheme whereby they would take away the item replaced when delivering a new item
- Allow discretion with residents putting goods on nature strips for short periods e.g. weekends
- Implement a "Tip Shop" in Colac by arrangement with a local company
- Develop a community grants program for residents and businesses to assist residents with needs to dispose of unwanted goods
- All of these options could be formulated to be part of the hard waste collection system

STRATEGIC PLAN

STRATEGIC PLAN

OBJECTIVES FOR THE FUTURE

SUSTAINABLE MANAGEMENT OF RESOURCES

To engage, educate and promote sustainable practices.

RECOVER / REUSE MORE RESOURCES

To provide convenient and affordable waste services that meet the needs of the community to reduce their potential environmental, social and financial costs.

PROTECT THE ENVIRONMENT

To minimise negative impacts of waste on the environment.

OUR SERVICE TARGETS

Our strategic targets are framed by reference to Government Legislation and Policy as well as the vision of the Council plan.

“Diversion”

- Divert 80 per cent of waste from landfill by 2030, and an interim target of 72 per cent by 2025.
- Halve the volume of organic material going to landfill between 2020 and 2030, with an interim target of 20 per cent reduction by 2025.
- Achieve a diversion rate of 70% by 2025/26

“Service Delivery”

- Cut total waste generation by 15 per cent per capita by 2030.
- A new separate glass service is to be fully in place by 2021/22
- A Container Deposit Scheme (CDS) will be introduced by 2022/23
- RRCs/Transfer Stations must comply with relevant legislation and regulations, as well as any relevant compliance codes, guidelines and standards.
- Reduce contamination in bins to ;
 - Waste - 2%
 - Recycling - 5%
 - FOGO - 0.5%
 - Glass - 5 %
- Complete annual audits of waste streams
- Closed landfill rehabilitation is completed
- Closed landfill monitoring continues with favourable results

Policy development

- Adoption of Resource Recovery & Waste Management Policy by 2022
- Procurement policy targets of 10% recycled materials content by 2023/24
- Introduce council policies which minimise waste production and disposal related to planning , building and construction works

Community engagement

- Number of social enterprises involved in recycle / reuse / repair functions

Waste data systems

- Introduce a new waste and recycling data system to enable better waste management and circular economy monitoring, and
- To continue to provide public waste and recycling market intelligence reporting.

STRATEGIC PLAN

STRATEGIC PLAN

Colac Otway Shire Resource Recovery and Waste Management Strategy 2021-2030			
ACTION	FINANCIALS	TIMEFRAME	PERFORMANCE OUTCOME
Objective 1: Sustainable Management of Resources- To engage and promote sustainable practices			
Community Education and Awareness			
1. Continue to develop and support delivery of community education that focuses on reducing waste and minimising contamination in recycling / FOGO (and in the future – Glass) bins.	\$10,000	Annually	Number of education postings
2. Promoting Council's (as well as the community's) waste and recycling performance annually via Council communications could also encourage residents to perform better and seek self-improvement in waste and recycling behaviour within the home	Council Officer Time	Annually	Annual Resource Recovery and waste Management report
3. Increase community confidence of the kerbside recycling service, through communications around what happens to the recycling after collections and local recycling contamination issues	Council Officer Time	Annually	Community satisfaction rating
4. Use communication and social media channels to promote ways of reducing waste, reusing and recycling.	Council Officer Time	On-going	Number of postings
5. Advocate on behalf of and support community groups and locals to host repair cafes, community gardens.	Council Officer Time	On-going	Advocacy responses
6. Support the delivery of the Regional Education Waste & Resource Recovery Education strategy 2018-22 to the community	Council Officer Time	On-going	Strategy delivered
7. Participate in regional and state waste education programs	Council Officer Time	On-going	Programs delivered
8. Investigate services and infrastructure options that support and incentivise waste avoidance	To be Determined	On-going	Inclusion in budget annually
9. Gather baseline data on community waste and resource recovery behaviours, knowledge, attitudes and perceptions to form a Resource Recovery and Waste Management report	Council Officer Time	2021/22	Baseline data complete
10. Develop a Shire Waste & Resource Recovery Engagement Plan (WRREP) to include execution of the Glass recycling service transition and	Council Officer Time	2021/22	Glass Transition Engagement Plan
11. Establish Resource Recovery Centres (RRC) at our transfer stations	To be included in operational costs	2024/25	Number of items recovered annually
Collaboration/ Partnership and Advocacy			
12. Implement ongoing education campaigns focused on supporting positive behavioural change to avoid and reduce waste whilst increasing resource recovery in local businesses and the community.	\$10,000	Annually	Number of contacts made.
13. Investigate ways to help schools minimise their waste, such as the Resource Smart school program.	Waste Officer Time	On-going	
14. Support and participate in regional and state waste avoidance and minimisation programs such as <i>Love Food Hate Waste, Plastics Free July, Clean Up Australia day, etc.</i>	Waste Officer Time	On-going	Number of programs held
15. Reinforce recycling best practice to reduce contamination particularly from local businesses using Council's kerbside collection services.	Waste Officer Time	2021/22	Number of contacts made.
16. Consult with local business organisations to identify and determine appropriate commercial recycling services and providers.	Waste Officer Time	2024/25	Consultations held
17. Encourage the development of business-led sustainability networks which address resource efficiency and waste avoidance	Waste Officer Time	2025/26	Networks developed
18. Explore options to better promote home composting to reduce food waste sent to landfill e.g. such as compost revolution	\$10,000	2024/25	Number of alternatives supported
19. Work with BSWWRRG and other councils to explore regional procurement opportunities	Waste Officer Time	2020 to 2025	Number of Meetings attended
20. Develop and promote a regional school's toolkit linked to the Victorian curriculum to support local teachers to provide effective waste and resource recovery education.	\$5,000	2022/23	Contribute to toolkit, number of schools attended.
21. Explore opportunities for locally focused engagement programs which are interactive and seek to add 'excitement' to waste and recycling issues, e.g. School tours of the RRC (excursions) School visits regarding waste and resource recovery (incursions)	Waste Officer Time	2024/25	Number of schools attended.
22. Engage with Men's Shed operations to determine level of interest in participation in repair and reuse proposals	Waste Officer Time	2024/25	Engagement made

STRATEGIC PLAN

STRATEGIC PLAN

Colac Otway Shire Resource Recovery and Waste Management Strategy 2021-2030			
ACTION	FINANCIALS	TIMEFRAME	PERFORMANCE OUTCOME
Council Policy and Practices			
23. Encourage use of recycled materials in Council projects and motivate contractors by providing weightings in the evaluation criteria to support recycled markets	Council Officer Time	2021/22	Procurement Policy reviewed
24. Incentivise contractors or consultants to encourage increased recycling or reuse of waste materials from Council operations and avoid disposal costs	Waste Officer Time	2022/23	Procurement Policy reviewed
25. Identify opportunities for Council to avoid and minimise waste in its operations, support good practice waste avoidance initiatives within internal council operations. 25.1 Explore options for eliminating single-use products from Council events 25.2 Explore options to increase recycling from Council operations. 25.3 Consider recycling food waste from kitchens in Council facilities	Council Officer Time	2021/22	Report to council identifying potential activities
26. Strengthen the Procurement Policy to align with Australian Government's Sustainable Procurement Guide, and put waste minimisation into procurement practice.	Council Officer Time	2022/23	Procurement Policy reviewed
27. Review Council's procurement policy including increasing green purchasing, establishing a plastic-free policy, enhanced staff education on waste avoidance	Council Officer Time	2022/23	Procurement Policy reviewed
Objective 2: Recover/ Reuse more Resources- To provide convenient and affordable waste services that meet the needs of the community to reduce their potential environmental, social and financial costs			
Community Education and Awareness			
1. Undertake a focused information program to inform the community of the landfill levy increases, including (potentially) separating out the levy costs on rates notices	Council Officer Time	Annual	Program delivered
2. Provide education and behaviour change programs that reduce bin contamination and increase resource recovery. (An average of (25.9%) of the waste bin could be diverted to recycling).	Waste Officer Time	On-going	Change programs delivered
3. Continue to monitor and reduce contamination rates in kerbside recycling and garden organics bins through the Shire's kerbside bin audit program and waste education and provide information feedback to community	BSWWRRG Membership (\$15k)	On-going	Bin audits completed and ongoing
4. Carry out direct engagement with local businesses and waste contractors to reduce contamination	Waste Officer Time	2022/23	Bin audit follow-ups
5. Consider local reuse options for furniture, clothing and other domestic items	Waste Officer Time	2023/24	Number of items reused
Council Policy and Practices			
6. Implement strategies (including service variations to suit businesses) to increase the uptake of kerbside services by local businesses, offering domestic consumers options to downsize or share waste bins with incentives	Waste Officer Time	On-going	Annual Resource Recovery and Waste Management statement
7. Develop a waste policy, which defines exemptions / collection territory areas / addition to services / costs associated with the waste management charge.	Waste Officer Time	2021/22	Waste Policy approved by Council
8. Develop the final transition plan and policy update for introduction of a glass collection service and /or transfer station collections / bottle banks /vending machines, and	\$10,000 Funded externally	2021/22	Transition plan finalised Funds allocated
9. Submit to DWELP for funding support	Nil	2021/22	Plan submitted
10. Design and implement a focused public education process in advance prior to the glass collection service rollout. This is a two-step process, as CDS will be introduced by 2023, hence the initial stage is implementation of the glass collection service followed by the removal of glass receptacles that attract container deposits.	\$10,000 Waste Officer Time	2021 - 2023	Engagement process designed / implemented
11. Introduce the glass collection service in accordance with the transition plan, including bin purchase supply and delivery followed by introduction of the collection service.	\$500,000	2021/22	Glass Service commenced

STRATEGIC PLAN

STRATEGIC PLAN

Colac Otway Shire Resource Recovery and Waste Management Strategy 2021-2030			
ACTION	FINANCIALS	TIMEFRAME	PERFORMANCE OUTCOME
Operational Services and Infrastructure			
12. Regular analysis of the waste stream (e.g. via regional waste audit programs, annual recycling audits with recycling contractors)	BSWWRG Membership (\$15k)	Annual	Bin audits completed and ongoing
13. Implement hard waste collection service options and recommend next steps. 1) Investigate different resource recovery service options for residents, such as on-demand collection services. 2) Open days at the RRCs for designated materials which have become problems for illegal dumping, e.g. mattresses / furniture / etc.	Officer Time	2021/22	Hard Waste Service implemented
14. Review staff resources /agreements and consider trialling increased supervision / observation of drop-off areas at transfer stations to encourage separation of materials and avoid holistic disposal into waste bins of materials that could be recovered.	Officer Time	2021/22	Contractor discussion held.
15. Identify arrangements necessary to support the implementation of the Container Deposit Legislation (CDS).	\$10,000 Externally Funded Waste Officer Time	2021/22	CDS Implemented
16. Upgrade RRCs as relevant to meet best practice and provide infrastructure for diversion of additional materials	\$150,000 Externally funded	2022/23	Report to council for funding allocations
17. Investigate opportunity for repair / reuse and recovery of items perhaps in conjunction with Men's shed activities or to be located at the transfer stations "Tip Shops"	Waste Officer Time	2022/23	Number of items repurposed
18. Work with community groups and local 'op shops' to understand the standard for acceptance and resale of second hand goods	Waste Officer Time	2022/23	Number of shops taking up options
19. Investigate issues and barriers to remove restrictions upon the recovery of silage wrap / treated timber / soft plastics and oil bottles as defined in BSWWRG priority materials plan	Waste Officer Time	2023/24	Investigation conducted
20. Review the existing public place bin network and consider opportunities to improve and expand public place recycling.	\$10,000 yearly	2020 to 2025	Number of bins installed
21. Provide infrastructure and services in Council buildings that support increased recycling rates.	Waste Officer Time	2020 to 2025	Success of recycling
Objective 3: Protect the environment- To minimise negative impacts of waste on the environment			
Community Education and Awareness			
1. Promote and support litter collection campaigns such as Clean Up Australia day.	Waste Officer Time	2021/22	Report in Annual report
Council Policy and Practices			
2. Ensure suitable management measures are in place for the introduction of the combustible waste regulations at Apollo Bay and Alvie Transfer Stations	Nil	2021/22	Brief Council
3. Review council policies and procedures to identify opportunities that reduce waste and increase resource recovery both in the workplace, and in the community	Officer Time	2020 to 2022	Include in annual Policy Review process
4. Invest in staff training to consider the use of recycled products in delivery of services	Officer Time	2021/22	Training conducted
5. Review approvals required for event waste management and recycling plans	Officer Time	2020 to 2022	Event Planning review completed
6. Develop waste management guidelines for planning permit applications, to guide applicants to prepare a plan to manage the waste and recycling needs of residential and commercial developments.	Officer Time	2020 to 2022	Guidelines developed for waste wise event management
7. Investigate better waste and recycling systems to support the development of a waste management-planning guide for subdivision, multi-tenement and higher density developments.	Officer Time	2020 to 2022	Guidelines developed for waste wise planning applications
Partnerships and Advocacy			
8. Collaborate with government agencies, land managers, landowners and relevant stakeholders to reduce and prevent illegal dumping across the municipality.	Officer Time	On-going	Report in Annual report

STRATEGIC PLAN

STRATEGIC PLAN

Colac Otway Shire Resource Recovery and Waste Management Strategy 2021-2030			
ACTION	FINANCIALS	TIMEFRAME	PERFORMANCE OUTCOME
9. Advocate for increased enforcement, technical advice and support from the Environment Protection Authority Victoria.	Officer Time	On-going	Report in Annual report
10. Work with government agencies, local governments and organisations to increase the use of recycled materials in road, building and other infrastructure constructions.	Officer Time	On-going	Report in Annual report
11. Collaborate with the Barwon South West Waste and Resource Recovery Group to support schools, hospitals, catering and other businesses to improve their waste practices and reduce landfill waste.	Waste Officer Time	On-going	Report in Annual report
12. Continue to collaborate with G21 councils on collaborative procurement and resource recovery initiatives.	Waste Officer Time	On-going	Report in Annual report
13. Collaborate with other local governments and waste regional groups to identify and develop waste management and infrastructure solutions.	Waste Officer Time	On-going	Report in Annual report
14. In partnership with key stakeholders in emergency organisations and government, develop educational support for best practice waste management related to emergencies.	Waste Officer Time	2023/24	Information collated
Operational Services and Infrastructure			
15. Continue monitoring of groundwater, landfill gas and other amenity requirements at all COS closed landfills	Landfill Officer Time	On-going	Monitoring conducted Reported to EPA
16. Alvie Transfer Station – conduct a further audit to follow up the Barwon South West region audit of 2018 for an assessment of the Alvie site against best practice standards, and the Management and Storage of Combustible Recyclable and Waste Materials Guideline to identify and prioritise infrastructure improvements	Waste Officer Time	2021/22 2021/22	Audit completed Report to Council
17. Seek funding for works identified and Carry out works when funds available	Waste Officer Time	2022/23 2022/23	Report to Council Works completed
18. Review all data collection and reporting practices to ensure information likely to be required by DWELP / Sustainability Victoria and Recycle Victoria is able to be sourced and is able to be verified.	Waste Officer Time	2021/22	Review completed
19. Protect the environment using best practice and management of existing waste infrastructure, including landfills, recycling facilities and services by implementing an annual compliance check and reporting to Council audit committee.	Landfill Officer Time	2021/22	Report to Committee
20. Review current approach to budgeting for landfill rehabilitation, aftercare, and accountability to the Local Government Victoria publication Local Government - Accounting for Landfills 2016-17 to ensure all requirements are met.	Landfill Officer Time	2021/22	Review completed
Performance Reporting			
21. Continue to provide input into Local Government Performance Reporting Framework), DELWP's Local government community satisfaction survey,	Officer Time	Annual	Report presented
22. Conduct an annual review of the Strategy and provide an annual statement to Council	Waste Officer Time	Annual	Council report
23. Liaise with the kerbside collection contractor to receive monthly reports showing trends and KPIs	Officer Time	On-going	
24. Monitor market development and research for recycled materials and assess applicability to the municipality	Carry out works when funds available	On-going	Monitoring Report as required
25. Monitor the development of alternative waste technologies and assess the potential impacts when established	To be determined	On-going	Monitoring Report as required
26. Conduct a regular analysis of the waste stream (e.g. via regional waste audit programs, annual recycling audits with recycling contractors) with waste data reporting and analysis (e.g. through participation in regional waste audit programs, enhanced RRC data recording)	Officer Time BSWWRRG	On-going	Waste stream audit completed
27. Monitor and report quarterly to Council	Officer Time	Quarterly	Council report
28. Conduct a review and update the strategy on a four yearly basis to fine tune actions beyond the initial 4-year period.	Officer Time	2025/26	Council report strategy update
29. Implement or extend the financial system to match records for goods disposal with revenue received and expenditure incurred to support data collection and reporting to meet State Government reporting requirements.	Officer Time	TBD	Requirements TBA

THE NEXT STEPS

THE NEXT STEPS

The draft Resource Recovery and Waste Management Strategy was developed in early 2021. Feedback was sought, the document reviewed and recommend changes to the draft strategy were made where required. The final draft was considered by Council in mid-2021.

How we will implement the plan?

The implementation plan which will be a rolling 2 year plan. Waste and resource recovery management is constantly changing. We have chosen to plan implementation two years in advance in order to respond to rapidly changing variables, such as:

- Trends in the waste sector
- Community expectations
- Our annual budget
- Changes in the our priorities and programs and
- Changes in federal and state government policies and programs

The plan will identify:

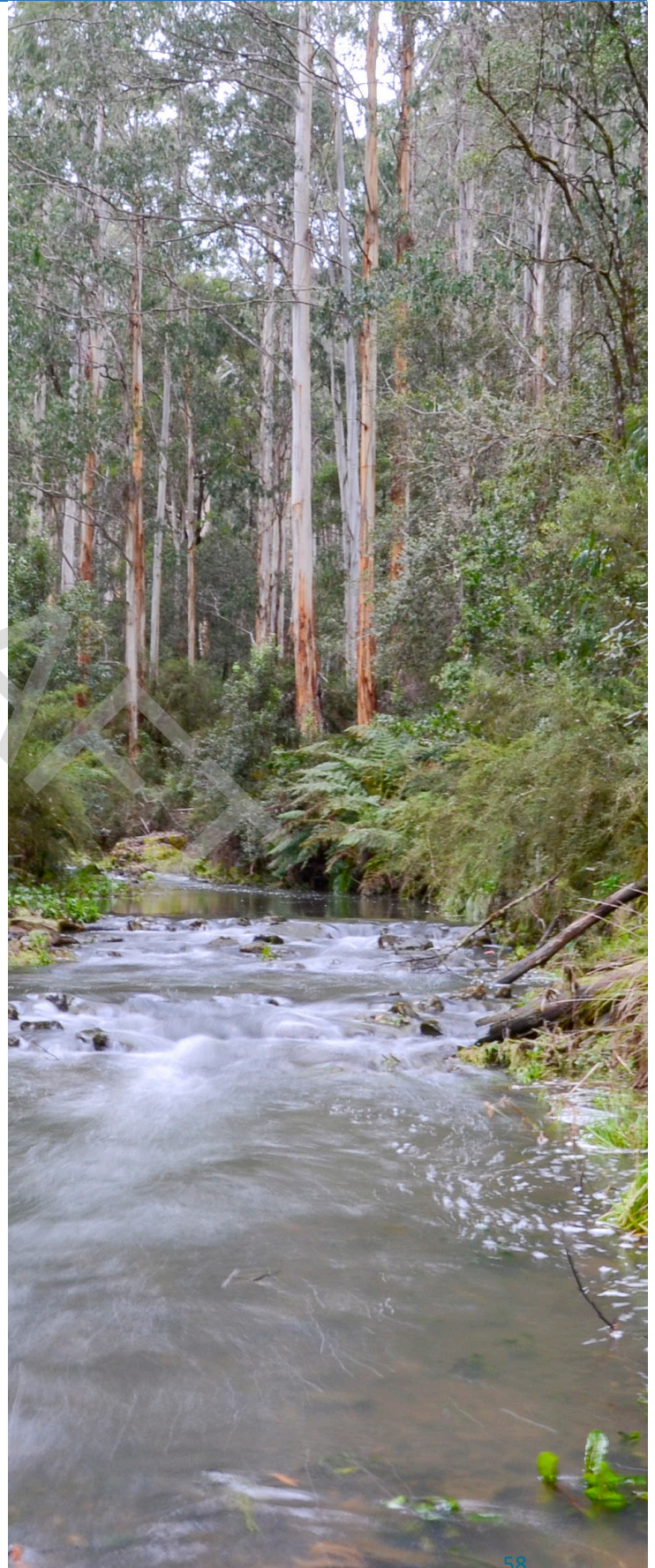
- The strategic actions we will be working on with more specific timelines for each action
- Resources required and available, and
- Progress to date.

How we will fund the implementation?

The funding we need to implement the strategic actions for each two-year period will be considered in our annual planning and budgeting cycles. We will also seek external funding opportunities to further progress our vision, goals and strategic actions.

How we will report?

At the end of every annual implementation cycle, we will report our progress to Council and community. This report will be made publicly accessible via our website. The first report will be delivered to Council in 2021



DRAFT



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SHIRE

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Colac Otway
SHIRE

SUMMARY

Resource Recovery and Waste Management Strategy 2021-2030



EXECUTIVE SUMMARY



The purpose of this strategy is to set a vision that assists residents of the Colac Otway Shire community to manage waste and resource recovery in a way that minimises impacts on the environment. It also sets the goals, actions and targets we need to help us get there.

OUR VISION

“Towards a prosperous and sustainable future”

OUR AIM

To provide equitable resource recovery services and infrastructure that meet the needs of the community whilst waste minimisation, resource re-use and recovery.

OUR OBJECTIVES

1. Sustainable Management of Resources

To engage, educate and promote sustainable practices.

2. Recover/Reuse more Resources

To provide convenient and affordable waste services that meet the needs of the community to reduce their potential environmental, social and financial costs.

3. Protect the Environment

To minimise negative impacts of waste on the environment

MAYOR'S MESSAGE

MAYOR'S MESSAGE

Colac Otway Shire Council is planning for a sustainable future by reducing waste management costs and leading the way in recycling, reusing and reducing waste going to landfill.

We have already taken steps to become the first carbon neutral Council in regional Victoria, lowering Council's power bills, saving thousands of dollars a year in operating costs and showing our community what can be achieved through long-term planning.

Colac Otway Shire has proudly been a leader in greenwaste reuse for more than two decades, introducing separate greenwaste bins in 1998 and convenient compost caddies in 2015 to encourage food waste composting.

We were able to find alternative recycling processing during the recycling crisis in 2019, and were among just a handful of Councils which avoided sending thousands of tonnes of recyclables to landfill.

Colac Otway Shire Council's Draft Resource Recovery and Waste Management Strategy 2021-2030 will guide how we further improve our current processes to increase our recycling and composting.

This draft strategy also sets out how Colac Otway Shire will deliver a sustainable service which meets community expectations, and reduces waste, landfill costs and our impact on the environment, now and as our population grows.

The strategy includes sustainable Waste Policy and Operational Guidelines and plans for the introduction of an addition kerbside for glass collection; implementation of a hard waste collection service; and encouragement of a 'circular economy' where we minimise waste and continually recycle and reuse our resources.



KATE HANSON - MAYOR



INTRODUCTION

This draft Colac Otway Shire Resource Recovery and Waste Management Strategy (RR&WMS) is placed on public exhibition seeking community consultation and feedback on the document.

The strategy is developed in three distinct sections. The current legislative framework both on a federal and state level is outlined in Part 2. Council's current response in terms of services provided and outcomes from community engagement (expectations) are detailed in Parts 3 & 4.

Hence with legislative change and community expectation of Council services, the policy environment for the strategic term of 2021-30 is defined.

Part 5 investigates the challenges and opportunities available to Council to include in the strategy for the future, with the strategic plan developed and target objectives stated in Part 6 accompanied by an implementation plan in Part 7.

Included in the strategy are operational requirements and strategic goals for waste management and resource recovery as well as aspirational targets for the reduction of waste to landfill.

The Strategy articulates our vision for the future and sets goals and targets based on our current waste performance (i.e. consumption and recycling behaviors, services, infrastructure). The implementation plan outlines the strategies for achieving the vision.

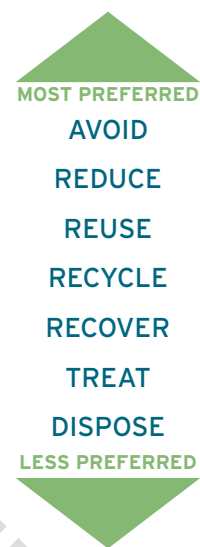
In developing this strategy, preliminary work included an on ground assessment of the current situation and a desktop study of various strategies and reports on a state and regional level.

Input from the community is important to ensure the delivery of the programs are aligned to community expectations.

WASTE MANAGEMENT HIERARCHY

The hierarchy is the underlying principle of waste management policies in Australia and is included in the Environment Protection Act 1970.

The hierarchy establishes the following order of preference for waste management.



LEGISLATION & POLICY CONTEXT

LEGISLATION AND POLICY CONTEXT

VICTORIA GOVERNMENT POLICY "RECYCLING VICTORIA"

"Recycling Victoria" is the Victorian Government's 10-year policy and action plan for waste and recycling and includes plans to "provide support for local communities and councils".

The intent of the plan is to establish a recycling system that Victorians can rely on. The plan dictates how the economy uses materials, and also how the state reuses, repairs and recycles to ensure a circular economy is developed and maintained.

What is a circular economy?

A circular economy continually seeks to reduce the environmental impacts of production and consumption, while enabling economic growth through more productive use of natural resources.



The key changes from the state government are anticipated to be in the following areas:

- Kerbside reform and transition planning
- Container deposit scheme: Victoria's scheme will be introduced by 2022/2023, and within the scheme eligible beverage cans and bottles will be targeted
- Waste Management as an essential service - new legislation will be established by the Victorian Government, which will result in the establishment of a new waste authority in 2021
- Behaviour change and targets: The policy articulates the need for education to effect behaviour change, and recognises that statewide education campaigns will be the most effective means of communication
- Landfill levies: The landfill levies are proposed to rise steeply, increasing by 90% over three years to create an incentive to reduce and recycle waste
- Increasing regulation of Resource Recovery Facilities (including Council RRCs), and it is likely that Council's resource recovery centres will all become registered sites
- Financial assurances which currently apply only to licensed sites will be able to be more widely applied, including to all resource recovery site
- Waste duties - the legislation introduces a range of new duties specifically related to the collection transport and receiving of waste
- Contaminated sites - there are new duties incumbent upon the owners of contaminated sites to notify the EPA and to manage the sites. Council's closed landfills will fall under this management system
- Other - There are a broad range of other changes under the new legislation, including increased penalties, changes to the management of litter, changes to the delegations for Councils to enforce

WHAT SHAPED THIS STRATEGY?

There are issues required to be accounted for in the development of this strategy include:

Adoption of the Circular Economy Philosophy State government legislation.

The introduction of a new government policy i.e. Recycling Victoria with the major proposals being to

- Mandate the provision of FOGO (Food and Green Organics) collections and
- Implementation separate glass the recycling collections and the Implementation of a container deposit legislation.

WHAT WE HEARD

"Drop off Centre survey" which covers areas of Beech Forest, Lavers Hill, Gellibrand and Carlisle River. (21 responses)

The top three priorities were:

1. Reducing waste to landfill 71.43%
2. Stop illegal rubbish dumping 57.14%
3. Protecting our environment 52.88%

Residents (66.67%) of respondents were happy with the current drop off arrangements.

Council also wanted to know what the drop off residents do with their food and organic (garden) waste as no service is currently offered at these facilities.

90.48% said they currently use home composting
76.19% said they would not use an organics disposal at the drop offs, if offered by Council

"Talking rubbish at the kerbside" (56 responses)

The top three priorities were:

1. Reducing waste to landfill (e.g. placing food in organics bins) 52.73%
2. Protecting our environment 50.91%
3. Lobbying for sustainable packaging 49%(recyclable packaging) 49.09%

WHAT WE HEARD

Council asked questions about reducing waste to landfill and what changes would they make to the collection frequency of the kerbside bins.

51.79% said leave all collections the same however, 26.79% said they would like to change the organics collection to a weekly collection.

Talking about reducing waste to landfill

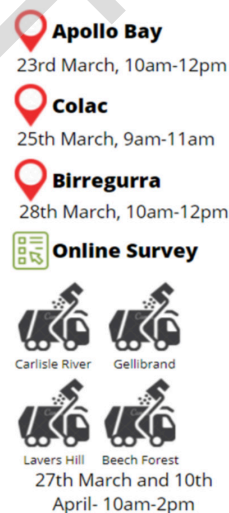
Council wanted to know where residents place their food scraps,

- 16.07% of residents place food scraps in the red garbage bin
- 37.50% place food in their green FOGO bins.

Council also asked residents where they go to find out information about waste & recycling and what goes in which bin.

- 41.07% use the Waste calendars
- 37.50% use the Council's website (Rubbish & Recycling page)
- 32.14% use the Council waste & recycling brochures

Feedback from the community consultation has been used to develop strategies and actions for achieving the vision outlined in this strategy.



WHERE ARE WE NOW?

CURRENT COUNCIL SERVICES

The current status of waste management in Colac Otway is reviewed in this section, including data on waste and recyclable generation, collection services and waste and resource recovery facilities.

There are 10,097 tenements that receive the weekly kerbside collection service and 167 tenements that receive the fortnightly kerbside collection service as at 30/06/2020.

Currently the kerbside collection service is conducted five days per week.

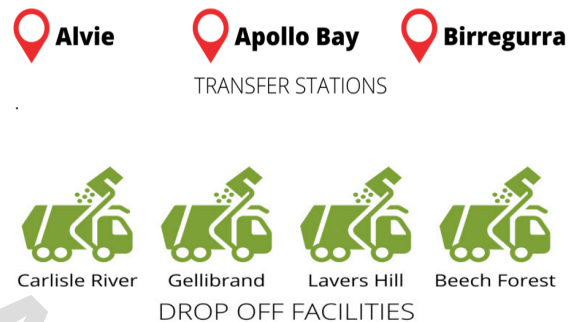
Over the year of 2019-20; Garbage represented 38% of all collections conducted by weight, with the recycling at 28% and Organics at 34%.






Council operates drop-off facilities at Beech Forrest, Lavers Hill, Carlisle River and Gellibrand for residents without access to kerbside waste collection services who need to dispose of their domestic waste and recycling only.

The drop-off facilities accept domestic rubbish and recycling, however hard waste and green waste is NOT accepted.

There are 48 Public Place Recycling Bins serviced in the municipality on a weekly basis.

Council have 18 solar street litter compactors bins.



Service	Standard Bin size	2019/20 Collection Arrangements / Fast Facts @ 30June2020			
		Collection Frequency	Tonnage	Kg generated per household /annum	*Contamination rate
	Garbage 120 litres	Weekly / Fortnightly 10097 / 167 services	3235 tonnes	320 kg/annum 6.15 kg/week	Diversion rate= 59% (region – 52%)
	Recycling 240 litres	Fortnightly 10264 services	2104 tonnes	228 kg/annum 8.76kg / fortnight	6.6% (region – 16%)
	FOGO 240 litres	Fortnightly 10264 services	2827 tonnes	279 kg/annum 10.7kg/fortnight	0.4% (region – 1.2%)
Additional collection options		Three extra kerbside recycling collections start the week before Boxing day to assist with disposal of extra recycling during Christmas and the New Years.			
		Three extra kerbside organics collection are offered across October and November, to assist with the disposal of extra organics in preparation for the bushfire season			
Other service Options:	Additional bins may be purchased including 240L /360L Recycling, 240L organics bin or 240L garbage bin Bin size upgrades are available for purchase. Bin downsizes are available at no cost				

CHALLENGES & OPPORTUNITIES

ACHIEVEMENTS

- Annual kerbside collection charge decreased with the weekly waste collection service reduced from \$315 to \$300 and the fortnightly waste charge from \$215 to \$205
- Low contamination rates for all material streams
3,119 tonnes organic waste diverted from landfill with the increase arising from three additional kerbside collections
- High diversion rates from landfill due to better source separation of recycle and organic material out of the landfill bin from the kerbside collection bins.
- Bin inspections program which is a targeted re-education program has also assisted with this reduction of waste to landfill.
- Solar compaction bins, (previously trialed in Apollo Bay) were rolled out across the shire avoid waste overflowing at peak holiday times and improve the Shire's amenity.
- Council has enhanced the use of recovered or reusable materials.
 - Wood chips from tree maintenance is used on garden beds and surplus amounts are made available to community groups for mulching.
 - Road materials recovered from asphalt renewal projects is repurposed in high maintenance areas on gravel roads.
 - Recovered bitumen material is used by Colac Otway Shire on local roads.
 - Colac Otway Shire collect printer cartridges, household batteries, mobile phones, CDs and DVDs for recycling. E-waste is also gathered for recycling.

PROSPECTS AND OPTIONS

GLASS KERBSIDE RECYCLING

Council has decided to implement a glass collection service for all properties in the current kerbside collection territory in 2021/22. The service costs represent additional costs but these are offset by savings in treatment and processing costs for glass and commingled recycling without glass.

CONTAMINATION

It is estimated that; Additional quantities of FOGO

(31.7%) could be diverted from the waste bin into the FOGO bin, and
Additional quantities of recyclables (25.9%) could be diverted from waste into the recycle bin

AUDITS /INSPECTIONS:

With the implementation of a glass collection it is proposed that a regular bin inspection program be implemented with a public education / engagement program to properly educate service users of the correct separation of waste across the four streams.

RECYCLE 2.1

Council is taking its recycling service into the digital space with the launch of the Recycling 2.1 App, the latest tool to support Colac Otway residents to recycle right.

RECYCLING VICTORIA'S REQUIREMENTS

The introduction of the Victorian Governments Policy "Recycling Victoria" requires Council to consider and implement services, works and programs to assist with the policy implementation.

ENVIRONMENT PROTECTION REFORMS

Whilst currently uncertain it is expected there will be increased requirements for the management of combustible stockpiles and emergency preparedness, as well as increased requirements for data collection.

LANDFILL LEVY INCREASES

It is imperative a clear and transparent communication be provided to the community regarding the impacts of the increases to the landfill levy. The considerable increase in levies will need to be reflected in the gate cost to the community as well as in the waste management charge for kerbside collection services

HARD WASTE COLLECTION

It's important that any additional services introduces should be efficient, complement existing services (i.e. transfer Station operations), represent value for money and meet the needs of all community.

A booked service that includes a hard waste pre- assessment scheme would assist residents to identify and use local management options for the recoverable items in their hard waste.

Additionally the implementation of other selling / donation / traders arrangements may assist with the disposal of unwanted goods to avoid landfill.

STRATEGIC PLAN

The Strategy Plan will:

1. Provide Vision and Purpose for waste activities to 2030.
2. Guide waste and recycling activities in the future (including KPI's).
3. Plan for and cater for population growth within the Shire.
4. Reduce the quantity of waste to landfill.
5. Reduce the current contamination in the recycling stream
6. Guide Policy and guidelines for Waste Management.
7. Provide data for future contract review and revision.

OUR SERVICE TARGETS

Our strategic targets are framed by reference to Government Legislation and Policy as well as the vision of the Council plan.

“Diversion”

- Divert 80 per cent of waste from landfill by 2030, and an interim target of 72 per cent by 2025.
- Halve the volume of organic material going to landfill between 2020 and 2030, with an interim target of 20 per cent reduction by 2025.
- Achieve a diversion rate of 70% by 2025/26

“Service Delivery”

- Cut total waste generation by 15 per cent per capita by 2030.
- A new separate glass service is to be fully in place by 2021/22
- A Container Deposit Scheme (CDS) will be introduced by 2022/23
- RRCs/Transfer Stations must comply with relevant legislation and regulations, as well as any relevant compliance codes, guidelines and standards.
- Reduce contamination in bins to ;
 - Waste 2%
 - Recycling 5%
 - FOGO 0.5%
 - Glass 5 %
- Complete annual audits of waste streams

- Closed landfill rehabilitation is completed
- Closed landfill monitoring continues with favourable results

Policy development

- Adoption of Resource Recovery & Waste Management Policy by 2022
- Procurement policy targets of 10% recycled materials content by 2023/24
- Introduce council policies which minimise waste production and disposal related to planning , building and construction works.

Community engagement

- Number of social enterprises involved in recycle / reuse / repair functions

Waste data systems

- Introduce a new waste and recycling data system to enable better waste management and circular economy monitoring.
- To continue to provide public waste and recycling market intelligence reporting

Key strategic actions include:

- Manage all waste streams more effectively / More effective recycling and separating systems
- Separate glass from recycling stream
- Transfer station resource management & Reduce landfill disposal volumes
- Explore opportunities for social enterprises
- Deliver community education programs to support the reduction of kerbside bin contamination and increase resource recovery
- Partnering with government agencies, other councils and organisations to explore opportunities for resource recovery and alternative waste technologies.

Key operational actions include

- The introduction of a separate glass only collections service.
- Implementation of a hard waste collection service for the community,
- Adoption of a waste Policy and Operational conditions and changes to procurement to encourage more reuse /recycling / circular economy measures.

THE NEXT STEPS

HOW WE WILL IMPLEMENT THE PLAN?

The implementation plan which will be a rolling 2 year plan. Waste and resource recovery management is constantly changing. We have chosen to plan implementation two years in advance in order to respond to rapidly changing variables, such as:

- Trends in the waste sector
- Community expectations
- Our annual budget
- Changes in the our priorities and programs and
- Changes in federal and state government policies and programs

The plan will identify:

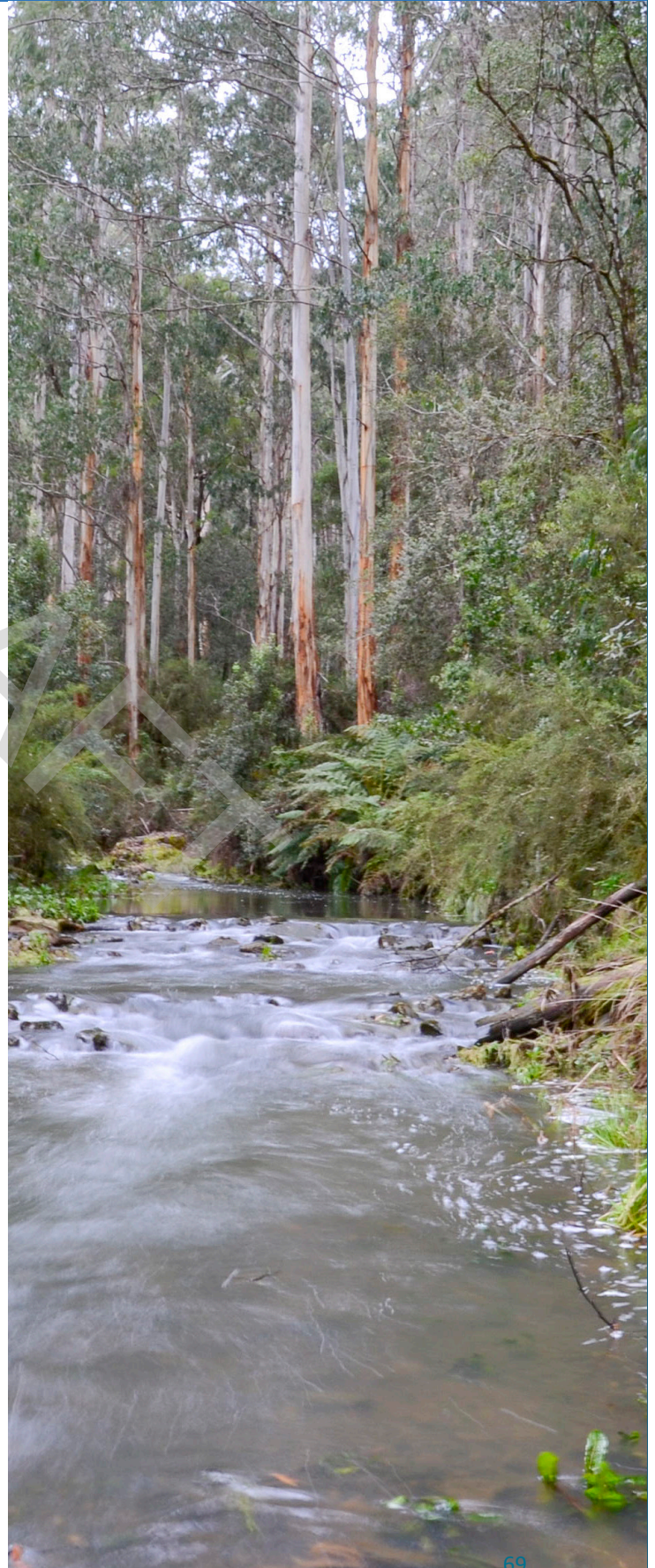
- The strategic actions we will be working on with more specific timelines for each action
- Resources required and available, and
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HOW WE WILL FUND THE IMPLEMENTATION?

The funding we need to implement the strategic actions for each two-year period will be considered in our annual planning and budgeting cycles. We will also seek external funding opportunities to further progress our vision, goals and strategic actions.

HOW WE WILL REPORT?

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Colac Otway
SHIRE

STRATEGIC IMPLEMENTATION PLAN
Resource Recovery and Waste
Management Strategy
2021-2030



EXECUTIVE SUMMARY



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To minimise negative impacts of waste on the environment

STRATEGIC IMPLEMENTATION PLAN

Colac Otway Shire Resource Recovery and Waste Management Strategy 2021-2030			
ACTION	FINANCIALS	TIMEFRAME	PERFORMANCE OUTCOME
Objective 1: Sustainable Management of Resources- To engage and promote sustainable practices			
Community Education and Awareness			
1. Continue to develop and support delivery of community education that focuses on reducing waste and minimising contamination in recycling / FOGO (and in the future – Glass) bins.	\$10,000	Annually	Number of education postings
2. Promoting Council's (as well as the community's) waste and recycling performance annually via Council communications could also encourage residents to perform better and seek self-improvement in waste and recycling behaviour within the home	Council Officer Time	Annually	Annual Resource Recovery and waste Management report
3. Increase community confidence of the kerbside recycling service, through communications around what happens to the recycling after collections and local recycling contamination issues	Council Officer Time	Annually	Community satisfaction rating
4. Use communication and social media channels to promote ways of reducing waste, reusing and recycling.	Council Officer Time	On-going	Number of postings
5. Advocate on behalf of and support community groups and locals to host repair cafes, community gardens.	Council Officer Time	On-going	Advocacy responses
6. Support the delivery of the Regional Education Waste & Resource Recovery Education strategy 2018-22 to the community	Council Officer Time	On-going	Strategy delivered
7. Participate in regional and state waste education programs	Council Officer Time	On-going	Programs delivered
8. Investigate services and infrastructure options that support and incentivise waste avoidance	To be Determined	On-going	Inclusion in budget annually
9. Gather baseline data on community waste and resource recovery behaviours, knowledge, attitudes and perceptions to form a Resource Recovery and Waste Management report	Council Officer Time	2021/22	Baseline data complete
10. Develop a Shire Waste & Resource Recovery Engagement Plan (WRREP) to include execution of the Glass recycling service transition and	Council Officer Time	2021/22	Glass Transition Engagement Plan
11. Establish Resource Recovery Centres (RRC) at our transfer stations	To be included in operational costs	2024/25	Number of items recovered annually
Collaboration/ Partnership and Advocacy			
12. Implement ongoing education campaigns focused on supporting positive behavioural change to avoid and reduce waste whilst increasing resource recovery in local businesses and the community.	\$10,000	Annually	Number of contacts made.
13. Investigate ways to help schools minimise their waste, such as the Resource Smart school program.	Waste Officer Time	On-going	
14. Support and participate in regional and state waste avoidance and minimisation programs such as <i>Love Food Hate Waste, Plastics Free July, Clean Up Australia day, etc.</i>	Waste Officer Time	On-going	Number of programs held
15. Reinforce recycling best practice to reduce contamination particularly from local businesses using Council's kerbside collection services.	Waste Officer Time	2021/22	Number of contacts made.
16. Consult with local business organisations to identify and determine appropriate commercial recycling services and providers.	Waste Officer Time	2024/25	Consultations held
17. Encourage the development of business-led sustainability networks which address resource efficiency and waste avoidance	Waste Officer Time	2025/26	Networks developed
18. Explore options to better promote home composting to reduce food waste sent to landfill e.g. such as compost revolution	\$10,000	2024/25	Number of alternatives supported
19. Work with BSWWRRG and other councils to explore regional procurement opportunities	Waste Officer Time	2020 to 2025	Number of Meetings attended
20. Develop and promote a regional school's toolkit linked to the Victorian curriculum to support local teachers to provide effective waste and resource recovery education.	\$5,000	2022/23	Contribute to toolkit, number of schools attended.
21. Explore opportunities for locally focused engagement programs which are interactive and seek to add 'excitement' to waste and recycling issues, e.g. School tours of the RRC (excursions) School visits regarding waste and resource recovery (incursions)	Waste Officer Time	2024/25	Number of schools attended.
22. Engage with Men's Shed operations to determine level of interest in participation in repair and reuse proposals	Waste Officer Time	2024/25	Engagement made

STRATEGIC IMPLEMENTATION PLAN

Colac Otway Shire Resource Recovery and Waste Management Strategy 2021-2030			
ACTION	FINANCIALS	TIMEFRAME	PERFORMANCE OUTCOME
Council Policy and Practices			
23. Encourage use of recycled materials in Council projects and motivate contractors by providing weightings in the evaluation criteria to support recycled markets	Council Officer Time	2021/22	Procurement Policy reviewed
24. Incentivise contractors or consultants to encourage increased recycling or reuse of waste materials from Council operations and avoid disposal costs	Waste Officer Time	2022/23	Procurement Policy reviewed
25. Identify opportunities for Council to avoid and minimise waste in its operations, support good practice waste avoidance initiatives within internal council operations. 25.1 Explore options for eliminating single-use products from Council events 25.2 Explore options to increase recycling from Council operations. 25.3 Consider recycling food waste from kitchens in Council facilities	Council Officer Time	2021/22	Report to council identifying potential activities
26. Strengthen the Procurement Policy to align with Australian Government's Sustainable Procurement Guide, and put waste minimisation into procurement practice.	Council Officer Time	2022/23	Procurement Policy reviewed
27. Review Council's procurement policy including increasing green purchasing, establishing a plastic-free policy, enhanced staff education on waste avoidance	Council Officer Time	2022/23	Procurement Policy reviewed
Objective 2: Recover/ Reuse more Resources- To provide convenient and affordable waste services that meet the needs of the community to reduce their potential environmental, social and financial costs			
Community Education and Awareness			
1. Undertake a focused information program to inform the community of the landfill levy increases, including (potentially) separating out the levy costs on rates notices	Council Officer Time	Annual	Program delivered
2. Provide education and behaviour change programs that reduce bin contamination and increase resource recovery. (An average of (25.9%) of the waste bin could be diverted to recycling).	Waste Officer Time	On-going	Change programs delivered
3. Continue to monitor and reduce contamination rates in kerbside recycling and garden organics bins through the Shire's kerbside bin audit program and waste education and provide information feedback to community	BSWWRRG Membership (\$15k)	On-going	Bin audits completed and ongoing
4. Carry out direct engagement with local businesses and waste contractors to reduce contamination	Waste Officer Time	2022/23	Bin audit follow-ups
5. Consider local reuse options for furniture, clothing and other domestic items	Waste Officer Time	2023/24	Number of items reused
Council Policy and Practices			
6. Implement strategies (including service variations to suit businesses) to increase the uptake of kerbside services by local businesses, offering domestic consumers options to downsize or share waste bins with incentives	Waste Officer Time	On-going	Annual Resource Recovery and Waste Management statement
7. Develop a waste policy, which defines exemptions / collection territory areas / addition to services / costs associated with the waste management charge.	Waste Officer Time	2021/22	Waste Policy approved by Council
8. Develop the final transition plan and policy update for introduction of a glass collection service and /or transfer station collections / bottle banks /vending machines, and	\$10,000 Funded externally	2021/22	Transition plan finalised Funds allocated
9. Submit to DWELP for funding support	Nil	2021/22	Plan submitted
10. Design and implement a focused public education process in advance prior to the glass collection service rollout. This is a two-step process, as CDS will be introduced by 2023, hence the initial stage is implementation of the glass collection service followed by the removal of glass receptacles that attract container deposits.	\$10,000 Waste Officer Time	2021 - 2023	Engagement process designed / implemented
11. Introduce the glass collection service in accordance with the transition plan, including bin purchase supply and delivery followed by introduction of the collection service.	\$500,000	2021/22	Glass Service commenced

STRATEGIC IMPLEMENTATION PLAN

Colac Otway Shire Resource Recovery and Waste Management Strategy 2021-2030			
ACTION	FINANCIALS	TIMEFRAME	PERFORMANCE OUTCOME
Operational Services and Infrastructure			
12.Regular analysis of the waste stream (e.g. via regional waste audit programs, annual recycling audits with recycling contractors)	BSWRRG Membership (\$15k)	Annual	Bin audits completed and ongoing
13.Implement hard waste collection service options and recommend next steps. 1) Investigate different resource recovery service options for residents, such as on-demand collection services. 2) Open days at the RRCs for designated materials which have become problems for illegal dumping, e.g. mattresses / furniture / etc.	Officer Time	2021/22	Hard Waste Service implemented
14.Review staff resources /agreements and consider trialling increased supervision / observation of drop-off areas at transfer stations to encourage separation of materials and avoid holistic disposal into waste bins of materials that could be recovered.	Officer Time	2021/22	Contractor discussion held.
15.Identify arrangements necessary to support the implementation of the Container Deposit Legislation (CDS).	\$10,000 Externally Funded Waste Officer Time	2021/22	CDS Implemented
16.Upgrade RRCs as relevant to meet best practice and provide infrastructure for diversion of additional materials	\$150,000 Externally funded	2022/23	Report to council for funding allocations
17.Investigate opportunity for repair / reuse and recovery of items perhaps in conjunction with Men's shed activities or to be located at the transfer stations "Tip Shops"	Waste Officer Time	2022/23	Number of items repurposed
18.Work with community groups and local 'op shops' to understand the standard for acceptance and resale of second hand goods	Waste Officer Time	2022/23	Number of shops taking up options
19.Investigate issues and barriers to remove restrictions upon the recovery of silage wrap / treated timber / soft plastics and oil bottles as defined in BSWRRG priority materials plan	Waste Officer Time	2023/24	Investigation conducted
20.Review the existing public place bin network and consider opportunities to improve and expand public place recycling.	\$10,000 yearly	2020 to 2025	Number of bins installed
21.Provide infrastructure and services in Council buildings that support increased recycling rates.	Waste Officer Time	2020 to 2025	Success of recycling
Objective 3: Protect the environment- To minimise negative impacts of waste on the environment			
Community Education and Awareness			
1. Promote and support litter collection campaigns such as Clean Up Australia day.	Waste Officer Time	2021/22	Report in Annual report
Council Policy and Practices			
2. Ensure suitable management measures are in place for the introduction of the combustible waste regulations at Apollo Bay and Alvie Transfer Stations	Nil	2021/22	Brief Council
3. Review council policies and procedures to identify opportunities that reduce waste and increase resource recovery both in the workplace, and in the community	Officer Time	2020 to 2022	Include in annual Policy Review process
4. Invest in staff training to consider the use of recycled products in delivery of services	Officer Time	2021/22	Training conducted
5. Review approvals required for event waste management and recycling plans	Officer Time	2020 to 2022	Event Planning review completed
6. Develop waste management guidelines for planning permit applications, to guide applicants to prepare a plan to manage the waste and recycling needs of residential and commercial developments.	Officer Time	2020 to 2022	Guidelines developed for waste wise event management
7. Investigate better waste and recycling systems to support the development of a waste management-planning guide for subdivision, multi-tenement and higher density developments.	Officer Time	2020 to 2022	Guidelines developed for waste wise planning applications
Partnerships and Advocacy			
8. Collaborate with government agencies, land managers, landowners and relevant stakeholders to reduce and prevent illegal dumping across the municipality.	Officer Time	On-going	Report in Annual report

STRATEGIC IMPLEMENTATION PLAN

Colac Otway Shire Resource Recovery and Waste Management Strategy 2021-2030			
ACTION	FINANCIALS	TIMEFRAME	PERFORMANCE OUTCOME
9. Advocate for increased enforcement, technical advice and support from the Environment Protection Authority Victoria.	Officer Time	On-going	Report in Annual report
10. Work with government agencies, local governments and organisations to increase the use of recycled materials in road, building and other infrastructure constructions.	Officer Time	On-going	Report in Annual report
11. Collaborate with the Barwon South West Waste and Resource Recovery Group to support schools, hospitals, catering and other businesses to improve their waste practices and reduce landfill waste.	Waste Officer Time	On-going	Report in Annual report
12. Continue to collaborate with G21 councils on collaborative procurement and resource recovery initiatives.	Waste Officer Time	On-going	Report in Annual report
13. Collaborate with other local governments and waste regional groups to identify and develop waste management and infrastructure solutions.	Waste Officer Time	On-going	Report in Annual report
14. In partnership with key stakeholders in emergency organisations and government, develop educational support for best practice waste management related to emergencies.	Waste Officer Time	2023/24	Information collated
Operational Services and Infrastructure			
15. Continue monitoring of groundwater, landfill gas and other amenity requirements at all COS closed landfills	Landfill Officer Time	On-going	Monitoring conducted Reported to EPA
16. Alvie Transfer Station – conduct a further audit to follow up the Barwon South West region audit of 2018 for an assessment of the Alvie site against best practice standards, and the Management and Storage of Combustible Recyclable and Waste Materials Guideline to identify and prioritise infrastructure improvements	Waste Officer Time	2021/22 2021/22	Audit completed Report to Council
17. Seek funding for works identified and carry out works when funds available	Waste Officer Time	2022/23 2022/23	Report to Council Works completed
18. Review all data collection and reporting practices to ensure information likely to be required by DWELP / Sustainability Victoria and Recycle Victoria is able to be sourced and is able to be verified.	Waste Officer Time	2021/22	Review completed
19. Protect the environment using best practice and management of existing waste infrastructure, including landfills, recycling facilities and services by implementing an annual compliance check and reporting to Council audit committee.	Landfill Officer Time	2021/22	Report to Committee
20. Review current approach to budgeting for landfill rehabilitation, aftercare, and accountability to the Local Government Victoria publication Local Government - Accounting for Landfills 2016-17 to ensure all requirements are met.	Landfill Officer Time	2021/22	Review completed
Performance Reporting			
21. Continue to provide input into Local Government Performance Reporting Framework), DELWP's Local government community satisfaction survey,	Officer Time	Annual	Report presented
22. Conduct an annual review of the Strategy and provide an annual statement to Council	Waste Officer Time	Annual	Council report
23. Liaise with the kerbside collection contractor to receive monthly reports showing trends and KPIs	Officer Time	On-going	
24. Monitor market development and research for recycled materials and assess applicability to the municipality	Carry out works when funds available	On-going	Monitoring Report as required
25. Monitor the development of alternative waste technologies and assess the potential impacts when established	To be determined	On-going	Monitoring Report as required
26. Conduct a regular analysis of the waste stream (e.g. via regional waste audit programs, annual recycling audits with recycling contractors) with waste data reporting and analysis (e.g. through participation in regional waste audit programs, enhanced RRC data recording)	Officer Time BSWWRRG	On-going	Waste stream audit completed
27. Monitor and report quarterly to Council	Officer Time	Quarterly	Council report
28. Conduct a review and update the strategy on a four yearly basis to fine tune actions beyond the initial 4-year period.	Officer Time	2025/26	Council report strategy update
29. Implement or extend the financial system to match records for goods disposal with revenue received and expenditure incurred to support data collection and reporting to meet State Government reporting requirements.	Officer Time	TBD	Requirements TBA

DRAFT



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Item: 10.3

Draft Social Housing Strategy

OFFICER	Doug McNeill
GENERAL MANAGER	Ian Seuren
DIVISION	Development & Community Services
ATTACHMENTS	1. Draft Colac Otway Shire Social Housing Plan May 2021 [10.3.1 - 25 pages]
PURPOSE	Present a draft Social Housing Plan for public exhibition

1. EXECUTIVE SUMMARY

Council is participating in the G21 Regional Social Housing Project which aims to develop individual Council plans that can be aggregated to a regional strategy (the *G21 Regional Social Housing Strategy*). The draft *Colac Otway Shire Social Housing Plan* (the Plan) has been prepared as a key deliverable of the project.

The draft Plan focusses on housing for the group of households that are living on very modest incomes and are currently spending more than 30% of that income on housing, usually private rental. The solution to the problems of housing stress for households on very modest income is social housing.

The draft Plan will be instrumental in shaping social housing initiatives in our municipality into the future. The Plan comprises an Action Plan, which provides the framework for Council to advocate for improved investment in, and provision of, social housing. The Actions Plan's overarching purpose is to *recognise, acknowledge and address disadvantage in the community through the provision of increased safe, secure and affordable social housing*.

This report provides further detail on the content of the draft Plan including Council's role in undertaking leadership and advocacy in the areas of social housing, and proposed strategies and commitments for achieving the Plan's purpose.

It is recommended that Council receive the plan and resolve to exhibit the plan for public review and comment.

2. RECOMMENDATION

That Council:

- 1. Notes the work undertaken to prepare a draft Social Housing Plan for Colac Otway Shire as part of a broader G21 Regional Social Housing Strategy; and**
- 2. Supports placing the draft Social Housing Plan on public exhibition for 6 weeks to seek feedback.**

3. KEY INFORMATION

Whilst Colac Otway Shire has historically had a high level of public housing (focussed in Colac), and housing in most parts of the Shire is relatively affordable compared to metropolitan Melbourne and regional cities such as Geelong, there are known housing challenges, including the lack of available affordable housing in the coastal towns such as Apollo Bay, Marengo, Skenes Creek, Wye River, Kennett River and Separation Creek.

In Colac, where existing social housing stock is concentrated, there continues to be challenges regarding the availability of appropriate housing stock, with many households living in housing stress. By definition, any household spending more than 30% of income on housing is in 'housing stress'. The focus of 'social housing' is to meet the need for additional subsidised housing for households on low income where the private rental market is unaffordable – often well above that 30% threshold.

Contributing to housing stress is the lack of housing that is affordable for lower paid workers of major industries in Colac e.g. AKD, Bulla and ALC. There is anecdotal evidence of groups of workers from ALC living in large, shared households, and of workers living outside the Shire due to a lack of housing options. The existing public housing stock that is available, for households on low and very low incomes is also in need of substantial investment, with much of that housing being aged and in poor condition.

There are many forms and models of social housing, but the common factor is a subsidy, usually from a government agency, that has been used to support the costs of building and maintenance so that rental can be capped, usually at 25% of household income. In more recent times such housing is being provided by Community Housing Trusts, which are not for profit organisations that purchase land and develop it for social housing. The Plan identifies the need for many more subsidised social housing properties to be provided in Colac Otway Shire.

As well as much of the existing social housing stock being unfit for purpose, there is a substantial shortfall in supply of housing stock, with the current supply meeting less than half the community's need for subsidised housing. Currently there are 290 social housing dwellings in the municipality with an additional 344 required to meet the need within the community.

The Plan sets out a number of different opportunity areas where Council can have a role in leadership and advocacy. While Council will not be directly involved in the provision or management of social housing, there are clear opportunities for Council to be proactive in approaching the relevant agencies with the intention of facilitating social housing outcomes.

One such opportunity is that presented by the State Government's "Big Housing Build" (BHB). Development of this Plan had been well progressed at the time of the announcement of funding under the BHB in 2020. Therefore, if the Plan is adopted, Council will be in the fortunate position of being

able to approach the State Government for funding under the next round of funding later in 2021, with Council's case for funding being well-supported by the strategic justification incorporated in this Plan.

G21 Regional Social Housing Strategy

As noted above, Council is currently participating in a regional project being delivered by G21 to complete a regional Social Housing Strategy. The project is funded via philanthropic grants from Percy Baxter Trust and the Anthony Costa Foundation with an 18-month time frame. This work is based on the strong foundation of the City of Greater Geelong Social Housing Plan, which outlines a clear case for significant investment in social housing.

At present, the work of the G21 Region Social Housing Project is to complete Social Housing Plans for our Council, along with the Surf Coast Shire, Golden Plains Shire and the Borough of Queenscliff. It is then anticipated that a regional plan will 'bundle' the available data and ideas regarding initiatives across the region. Such a plan would assist all Councils to advocate for effective outcomes.

In addition to the strategy and the social housing plan, G21 is developing and publishing a range of information tools and materials regarding social housing that can be used in activities such as the consultation for the Municipal Health and Wellbeing Plan and during community engagement activities for developments where social housing is proposed. These tools are presented in a visually accessible format, and include summary documents, posters, flyers and handouts – all of which are able to be used by Council for its own purposes relating to social housing.

Findings of the Draft Plan

The G21 project has purchased a data set relating to housing costs, including critical information quantifying the unmet demand for social housing in our municipality. This tool covers all municipalities in our region, which enables comparison of key data.

By combining data from a range of ABS sources, along with the new calculations relating to income and rental affordability, it is now possible to estimate an unmet demand for a further 5,900 social housing properties in our region and provide a comparative analysis across all five municipalities. Please note: This is acknowledged as a conservative estimate.

	COS	CoGG	GPS	BoQ	SCS	G21
SIEFA index	961.0	994.0	1,035.0	1,075.0	1,077.0	1,003.3
Total households	8,198	87,931	7,252	1,234	10,457	115,072
Total renting households	1,837	24,381	637	224	2,168	29,283
Median weekly rental payments	\$220	\$286	\$261	\$296	\$367	\$285
Households currently renting social housing NUMBER	290	3,305	8	11	62	3,676
Households renting social housing % OF ALL HOUSEHOLDS	3.3%	3.6%	0.1%	0.8%	0.6%	3.1%
Rental stress, all income levels NUMBER	537	8,066	191	73	510	9,377
Rental stress, all income, % of all rental properties	28.7%	33.1%	30%	32%	23.5%	32.0%

	COS	CoGG	GPS	BoQ	SCS	G21
Very low, low, moderate income households who are known to be in rental stress	282	4,309	96	41	287	5,015
Number of homeless people	62	750	17	6	48	883
Percentage of total households homeless	0.7%	0.8%	0.2%	0.5%	0.4%	0.7%
Number of additional social housing properties required to meet the need	344	5,059	113	47	335	5,898

How to read this table, which is based on ABS census data from 2016:

- *Socio-Economic Indexes for Areas (SEIFA) ranks areas according to relative socio-economic advantage and disadvantage using ABS census data – a higher rating indicates less disadvantage*
- *Total households and total renting households – self evident*
- *Median weekly rental payments, which broadly indicates affordability*
- *Households currently renting social housing number plus the percentage of all households*
- *Rental stress – as indicated by a household spending more than 30% of all income of rental payments – both number and percentage of all households*
- *Number low income households known to be in rental stress – 30% or more of income on rent*
- *Number of homeless persons*
- *Unmet demand for social housing: firstly, as a number of units of housing estimated to be required to meet the demand for social housing.*

These findings reveal that to plan for additional social housing it is critical to recognise that:

- Some 282 households within Colac Otway Shire are living on very modest income and are already spending more than 30% of that income of housing – these households are having to meet all other costs of living (bills, food, clothing etc.) with the remaining income.
- There are at least 62 people in the municipality who are identified as homeless, which is a very conservative estimate.
- There are only 290 social housing properties in the municipality at present.
- Combining these figures reveals that the unmet need for additional social housing is at least 344 homes.

State Government’s ‘Big Housing Build’

As mentioned, the State Government program, ‘Big Housing Build’ (BHB), provides Council with a significant opportunity to advocate for increased investment and provision of social housing as envisaged by the draft Plan. A total of \$5.3b has been allocated over four years – with 25% corralled for regional Victoria. Municipalities such as City of Greater Geelong, identified as growing rapidly, have been allocated a ‘minimum guaranteed spend’ to avoid the historical error of leaving the provision of social housing out of rapidly growing communities.

Colac Otway Shire was not included on the list of municipalities with a minimum guaranteed spend, as funding has been directed to municipalities based on population growth. However, the data that has emerged through the preparation of the draft Plan highlights that there is in fact a compelling case for additional funding for social housing in our municipality. The social housing shortfall of 344

properties is equivalent to that of Surf Coast Shire (335 properties) - which was the recipient of guaranteed funding under the program.

There are other streams of funding within the BHB program that appear to be highly appropriate to our municipality; notably the streams that are intended to fund better use of state-owned land for additional housing stock and the redevelopment of existing public housing. Preliminary investigation of potential for social housing prospects looks promising, and officers have already had discussions with potential housing providers and the Department of Families, Fairness and Homes (Homes Victoria) regarding opportunities for specific sites, particularly in Colac.

The Draft Plan

The draft Plan sets out the framework under which, if adopted, Council will proceed to advocate for increased investment and provision of social housing in the municipality. The key component of the draft Plan is the Action Plan, which has the purpose to *recognise, acknowledge and address disadvantage in the community through the provision of increased safe, secure and affordable housing*, and sets out the role for Council within the social housing governance space. Specific actions for Council to implement and build on are summarised within this section, with the full version of the draft Plan being attached as Attachment 1.

The draft Plan sees the following roles for Council in seeking more social housing:

Stewardship – Council will advocate for social housing in the areas of public policy, government investment and community participation.

Partnership – Council will support regional partnerships with all levels of government and collaborate with housing agencies on key projects.

Planning – Within the scope of Council’s planning functions it will negotiate for the inclusion of social housing in new residential developments.

Capacity – Council will continue to develop capacity within the organisation around social housing and promote awareness within the community of the need for, and acceptance of social housing.

A summary of the commitments as set out in the draft action plan, include:

- A commitment to making the best use of all Council owned properties for the long-term benefit of the community. Part of this commitment will involve identifying opportunities for inclusion of social housing on land owned by Council. Council has already identified such an opportunity with officers investigating the potential to require social and affordable housing as part of the sale of the Bruce Street land in Colac.
- Council to work alongside any community groups who may seek to develop their land for social housing and community use.
- Council to work with Homes Victoria to assess, plan and develop underutilised state owned land.
- Council to work with Homes Victoria to assess the current suitability and amenity of the existing public housing in the Shire. It is of a view that the renewal of existing public housing should be an urgent state government priority.
- A commitment to negotiate with property developers for the provision of social housing as part of new developments. The action plan identifies 4.7% of housing as social housing, as a suitable benchmark around which to commence negotiations. This would be an objective to be achieved for land in areas rezoned to residential in future, and would not necessarily be sought in existing zoned areas where subdivision can occur via a permit process and Council

does not have leverage to negotiate these outcomes as it would before commencing a planning scheme amendment process.

- Council to embed social housing considerations across its plans and strategies within the organisation.
- Council to maintain a register of “opportunities”. The register would be an evolving document which identifies potential housing sites, opportunities and constraints, and further actions in relation to planning and implementation.

The implementation of the Plan will be a whole-of-organisation effort and is intended to guide and support Council to embed social housing considerations across its plans and policies. Whilst the State Government’s “Big Housing Build” is a once-in-a-generation funding opportunity, the intent of this social housing plan is that it will continue to shape social housing considerations beyond the conclusion of the BHB program.

Additional matters for consideration

Council’s Role

Councils are not responsible for funding of social and affordable housing, this being the responsibility of State and Federal Governments. In simple terms, the draft plan will support and facilitate Council to **shape the spend**. Allocation of funding is influenced by a multitude of factors, and as can be seen through the recent allocation of funding through the Big Housing Build – is not necessarily distributed evenly or as expected. Having this plan in place will enable Council to approach the relevant responsible agencies with the data needed to support its case for funding, as required.

There is the option for Council to take a leadership role in facilitating provision of housing, where opportunities emerge and such actions are able to be resourced. However, there is no obligation under the plan for Council to adopt responsibility for funding and management of housing.

There are other areas where Council may take leadership in the social housing space, for example, taking on a proactive and facilitating role in public-private partnership developments. As Council is the responsible authority for development on private land, it may choose to use its knowledge and capacity to provide support to private and community sector developers of social housing. This plan supports Council in that role.

Impacts on affordability

There is, understandably, some concern that if Council were to impose a requirement on developers to provide a minimum level of social and affordable housing within their developments that developers would then seek to recoup the cost through higher prices on the remaining lots/dwellings. This could then potentially have an adverse impact on affordability.

Generally, the price of residential land is controlled by the market. It would not be in the interests of the community for Council to impose obligations on developers that would render a project unviable. Therefore, in undertaking future negotiations with developers, officers would need to be conscious of the need to ensure that any requirements it negotiates are reasonable. This plan supports the existing planning framework around affordable housing and will enable Council to exercise its responsibilities under the *Planning and Environment Act 1987*.

Planning Framework

The objectives of planning in Victoria, as set out under the *Planning and Environment Act 1987*, include:

- To secure a pleasant, efficient and safe working, living and recreational environment for all Victorians and visitors to Victoria;
- To facilitate the provision of **affordable housing** in Victoria;
- To balance the present and future interests of all Victorians.

There is a clear expectation under the Act that responsible authorities will have considerations of affordable housing at the forefront of future planning and decisions around residential land supply. The Act confirms under Section 3AA(2) that affordable housing includes social housing, and that it includes housing for households in the very low and low income ranges.

Further guidance is provided in the form of a Ministerial Notice, which addresses the specified matters under Section 3AA(2) of the Act. The notice sets out the particular matters to which regard must be had for the purposes of determining what is appropriate for the housing needs of very low, low and moderate income households. Two of the required factors to be considered, and which are directly relevant to the Plan, are:

- Allocation; and
- Official estimates of housing need.

The Social Housing Plan for Colac Otway incorporates an evidence-based assessment of housing need within the Shire, and as an adopted Plan, would support Council in working with developers in determining what is an appropriate level of affordable housing within private developments.

It should also be noted that any provision of affordable housing within private developments would be based on voluntary agreements. Given the complex nature of affordable housing and the difficulty in quantifying need at any given point-in-time at a particular location, mandatory requirements are generally considered to be unsuitable. There are examples where efforts by Councils to mandate affordable housing at a prescribed rate have been unsuccessful after being challenged. Voluntary agreements have been shown to be much more likely to be successful. The 4.7% benchmark as set out in Council's draft plan, is not a mandatory requirement, but would be used as the figure around which negotiations will take place.

Council, in conjunction with G21, are also currently developing an affordable housing template, to assist conversations with private developers at the early stages of the planning process. It is aligned closely with the resources provided in the Affordable Housing Agreements Toolkit (CHIA Vic and MAV March 2020).

Work within the planning and development space is an ongoing task for Council, but that work will have regard to the above principles.

4. COMMUNITY CONSULTATION & ENGAGEMENT

There has not been significant stakeholder engagement through the development of the draft plan. It is proposed that Council now seek feedback from stakeholders and the broader community through a public exhibition process.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

The Council Plan, under 'Our Prosperity', contains a goal to: *"1. Plan Infrastructure, assets and land use with a long term vision for economic growth"*. Under this Strategy is an action to: *"Conduct a review of the housing stock in Colac and establish a Residential Housing Strategy to ensure current and future stock is suitable to attract new residents."*

The Social Housing Plan assists Council in understanding housing needs within the Shire and provides direction on how the Shire might work with other stakeholders to achieve improved housing outcomes, particularly in the area of social housing.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

The data made available by the G21 Region Social Housing Project has provided Council with a clear goal. There is an unmet need for additional social housing in our Shire. By taking the lead to advocate for our community and shaping initiatives within the Big Housing Build, Council will be shaping community and publicly owned assets, creating jobs in construction and supporting families and individuals on very modest incomes to live in safe, secure and affordable housing.

LEGAL & RISK

There is no risk associated with consideration of this report.

FINANCIAL & BUDGETARY

The G21 Social Housing Strategy, including preparation of the Colac Otway Shire specific plan, is being funded by G21 utilising funds secured from the Percy Baxter Trust in conjunction with Sirrovilla. There has been no Council contribution to the Strategy to date. A \$2,000 contribution has been committed in 2021/22 to enable extension of the G21 project officer role for a further 12 months.

7. IMPLEMENTATION STRATEGY

It is recommended that the draft Plan will be placed on public exhibition for 6 weeks. Any submissions will be reviewed and consequent changes to the plan will be considered before presenting a final plan to Council for adoption.

COMMUNICATION

Public notices will be placed in newspapers and media across the municipality, and the draft plan will be promoted via social media and media release.

TIMELINE

The plan will be placed on exhibition immediately following the Council resolution.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.



SOCIAL HOUSING PLAN

COLAC OTWAY SHIRE

2021-2024



*Shaping the Big Housing Build
in Colac Otway Shire*

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ACKNOWLEDGEMENTS

This project and plan would not have been possible without the timely involvement of **Sirovilla**, a community group which had the initiative to secure funds from the Percy Baxter Trust and the Anthony Costa Foundation to make this project possible.

Thank you to the **Percy Baxter Trust** and the **Anthony Costa Foundation** for ongoing engagement and generous support in the shared vision to generate additional housing options for people on modest incomes across the G21 region. Everyone has a right to safe, secure and affordable housing.

Colac Otway Shire acknowledges G21 - Geelong Region Alliance which has assisted with the development of this plan via the G21 Region Social Housing Project.

1.0 Executive summary

Housing is big business.

Across the G21 region around 4,400 new dwellings, valued at around \$1.6 billion, were commenced in 2017/18. The number and value of houses has been growing, as the population of the region has expanded.

A small percentage of these dwellings are affordable for households on moderate incomes; either to rent or buy.

This social housing plan focusses on a group of households who are living on very modest incomes and are currently spending more than 30% of that income on unaffordable housing, usually private rental.

Spending more than 30% of available household income on housing is said to trigger 'housing stress' as all other living costs: food, bills, clothing, must be covered with the remaining household budget. In reality, for individuals and families in this situation, there is not enough money left each week to meet even basic needs. Choices are made between bills or food; between a new school uniform or tyres for the car. Housing stress, over time, directly affects the health and wellbeing of household members, through any combination of poor diet, limited social connections, anxiety or depression and reduced access to services, including health services. Poverty in our communities is real and the root cause is usually housing stress.

The solution to the problems of housing stress for households on very modest income is social housing.

There are many forms and models of social housing but the common factor is a subsidy, primarily from a government (usually state or commonwealth government), that has been used to support the costs of building and maintenance so that rental can be capped, usually at 25% of household income.

Across the G21 region there are more than 3,600 subsidised social housing dwellings, where tenants pay no more than 25% of household income, even if that income is minimal. This system of housing is highly regulated, both for the tenants and also the government departments and community groups who own or manage these properties and support the clients.

This plan outlines the need for many more subsidised social housing properties.

In the Colac Otway Shire there are 290 social housing properties at present and there is an unmet demand for an additional 344 homes.

This unmet demand has been recognised by the state government through an initiative called the Big Housing Build, where \$5.3 billion has been allocated over four years to build thousands of new dwellings and update existing social housing across our state.

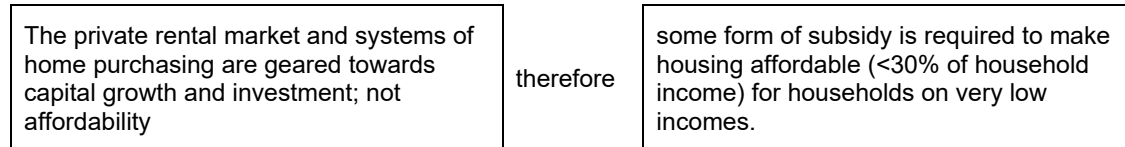
Whilst Colac Otway Shire has not been identified as a growth council area, with an identified 'guaranteed minimum spend', there are several elements of the Big Housing Build which may enable significant progress to meeting the target of additional housing.

This plan concludes with a series of commitments to seek and develop opportunities to close the gap between the current level of social housing (around 3.3% of all households) and the demand to house those people who are homeless in addition to those people in severe rental stress living on very modest incomes – a further 4.7% of all households. What social housing remains the primary responsibility of state and commonwealth government, this plan outlines clear roles for Council.

The plan outlines positive working relationships between our council, other councils in the G21 region and the state government to work toward the shared goals of driving economic recovery, building jobs and addressing disadvantage.

2.0 Housing explained

The principles of social housing are very simple:



Government policies that encourage rising housing prices are great for owners, landlords and investors but continually drive up the cost of rental. Housing and rental costs in our region have increased significantly, particularly when compared with very low growth in income from salaries and benefits. So, the gap between rising costs and not-so-quickly rising income has widened over the past few decades.

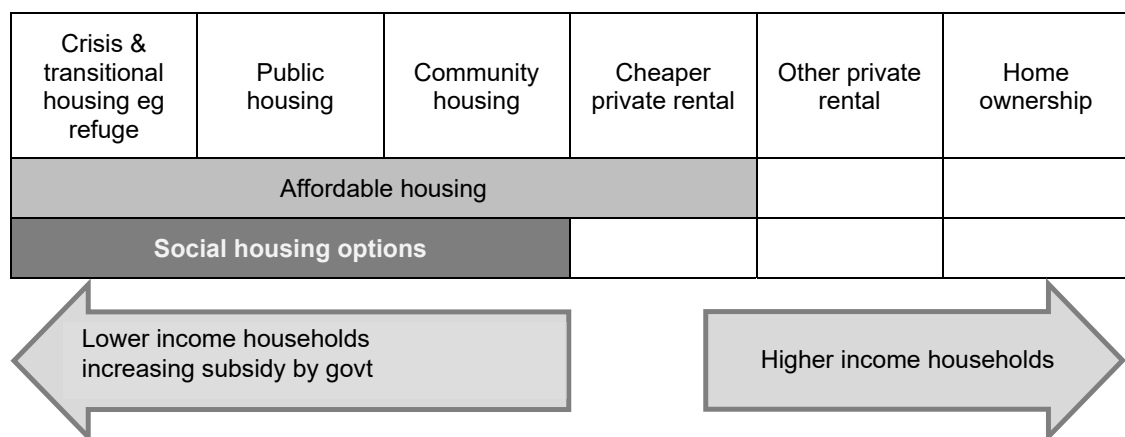
Subsidised housing arrangements are used around the world to ensure that people on very modest incomes are not living in poverty because they are forced to spend more than 30% of income for the roof over their head.

In the Netherlands some 38% of all housing is subsidised social housing. Across many developed countries the percentage range of 15 to 20% of all housing is typical. In Australia, during the decades after the Second World War, 16% of all houses constructed were subsidised public housing. At present only 4.8% of all houses in Australia are social housing, some 3.8% in Victoria.

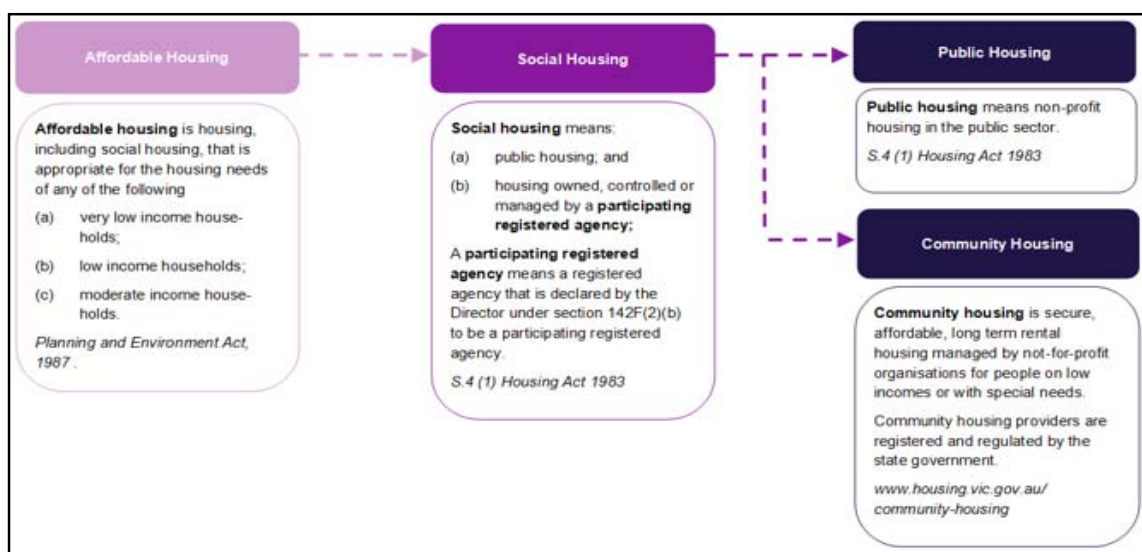
The current arrangements to govern 'social housing' have their roots in the Housing Act of 1983, which created a structure to enable community groups to receive grants and build subsidised housing. This approach was to supplement the long standing public housing stock, which is owned and managed directly by the state. So, by definition, social housing included any form of housing which was subsidised so that rent could be affordable for households on very modest income.

Over the past decades the state system of social housing, based on the Housing Act 1993, has evolved into a highly regulated structure where people seeking subsidised housing apply to a central waiting list and the organisations receiving funding to build social housing are monitored to ensure probity and value to the tax payer.

The terms relating to housing such as affordable, public, community and social have well established definitions. The following diagram looks at all forms of housing and identifies housing on a continuum:



The state government uses the following definition to specify the relationship between social housing and its types: community housing and public housing.



Source: Victorian Government DHHS, *Affordable Housing voluntary contributions: Public Housing as an Affordable Housing contribution*, June 2018

In either case, public or community housing is regulated to ensure access to housing at less than 30% of income in a rental agreement that provides security of tenure.

All public housing is owned and managed by the state government and the tenants have a lease directly with the government.

All community housing is owned or managed by not-for-profit community groups who are regulated by the Housing Registrar and called Housing Agencies. They are registered under the Housing Act 1983 as either housing associations or housing providers.

To be eligible for registration as a Housing Agency, a not-for-profit organisation must be a company limited by shares or guarantee, an incorporated association, or a co-operative. As at 1 January 2020, there were 39 registered agencies consisting of ten housing associations and 29 housing providers.

Registered housing agencies:

- may own, manage and develop affordable rental housing
- may provide a range of housing support and assistance to clients
- are viable businesses partnering with both government and the community
- have met registration criteria, and continue to meet ongoing compliance requirements as well as demonstrate continuous improvement

Housing managed by registered agencies is primarily long term and/or transitional (up to six months) but some agencies also provide crisis housing and other forms of housing such as disability shared accommodation.

Some agencies have now incorporated real estate agent business arms to enable them to manage private rental market housing.

For more details refer to the Housing Registrar's web page: <http://www.housingregistrar.vic.gov.au>

The social housing system involves ensuring that those Victorians most in need of affordable housing have access. Prospective tenants are eligible to register on a waiting list if the household income fits within a set of three thresholds, calculated from time to time by the state government for both metropolitan and regional Victoria. At present those thresholds for Regional Victoria (including the G21 region) are defined as:

	VERY LOW INCOME RANGE (ANNUAL)	LOW INCOME RANGE (ANNUAL)	MODERATE INCOME RANGE (ANNUAL)
Single Adult	Up to \$18,380	\$18,381 - \$29,400	\$29,401 - \$44,100
Couple, no dependents	Up to \$27,560	\$27,561 - \$44,100	\$44,101 - \$66,160
Family (one or two parents and dependent children)	Up to \$38,590	\$38,591 - \$61,750	\$61,751 - \$92,610

Source: Victorian Government Gazette, 29 May 2018.

Those eligible for the waiting list due to income levels are also assessed according to their circumstances, for example needs arising from domestic violence or mental ill health. An assessment is undertaken to determine priority on the list.

Those housing agencies fill vacancies by contacting tenants via the central register and must take a percentage of tenants who have been assessed as high and / or urgent need.

This system of social housing across Victoria has been designed to ensure access for those most in need within a structure to ensure: safety and security of tenure, quality of homes, access to support services and value for the taxpayer.

This social housing plan is built on a strong foundation of prudent management of social housing across the state. The challenge for Victoria has not been to manage and govern social housing; it has been to build enough social housing properties to meet the demand.

The state government has recognised the urgent need to build many more social housing properties and has allocated funds and deployed a new government department to deliver a program called the Victorian Big Housing Build.

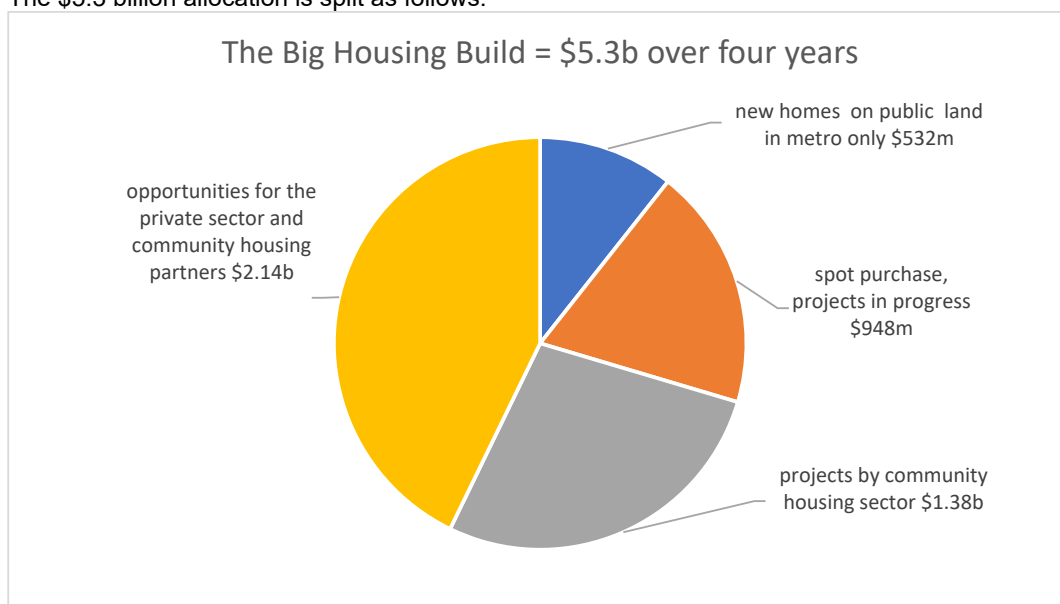
3.0 Big Housing Build explained

The state government has developed a new department, Homes Victoria, to deliver the Big Housing Build, which has a budget of \$5.3 billion over the next four years.

Homes Victoria manages four streams of funding, which are described on their web site as follows:

- \$532 million - constructing new homes on public land
 - Homes Victoria land across Melbourne is the ideal asset to convert to social and affordable housing at a time when we need to build big and build quickly. Work has already commenced at 6 Homes Victoria sites, and they are now ready for regeneration. [NB: this funding is tagged for metropolitan projects]
- \$948 million - working with the private sector to spot-purchase homes, projects in progress or ready to build
 - To ensure we can add to our supply of social and affordable housing quickly, we'll be working with developers and construction firms, to identify appropriate, existing housing developments we can acquire, provided they are up to a suitable standard and well located. This may also include working with the private sector to identify suitable developments that may be partially complete, or which may not otherwise progress.
- \$1.38 billion - funding for projects by the community housing sector
 - The community housing sector is uniquely placed to lend its expertise and experience to Victoria's Big Housing Build. The Social Housing Growth Fund will invite proposals from community housing providers for new social and affordable housing developments to add to the available supply and help provide more homes for more Victorians.
- \$2.14 billion - funding for new opportunities with private sector and community housing partners
 - As the Big Housing Build rolls out, we want to maximise opportunities for the best value and best outcomes for Victoria. Homes Victoria will explore building on Victorian government land sites; as well as engaging with the market to identify new sites, new ideas, new opportunities and ways to build more homes. This will occur through the remainder of 2020 and into next year. We will pursue opportunities to partner with industry, community housing providers, local government and institutional investors to identify new projects that deliver homes across Victoria.

The \$5.3 billion allocation is split as follows:



The Homes Victoria webpage also outlines additional spending:

- \$498 million - new construction, upgrades and maintenance to existing housing
 - We've committed a record amount of money to maintain, refurbish, repair and build new public housing across Victoria. Work has already begun, and when we're finished, more than 23,000 social housing dwellings will be significantly improved.
- \$185 million - replacing old public housing with new dwellings
 - The Public Housing Renewal Program is underway with the task of replacing 7 major public estates with completely new, modern, attractive and energy efficient dwellings. It will generate \$1.29 billion in construction and economic activity.

Overall, Homes Victoria has set targets for both the number of dwellings and the number of jobs:



The Big Housing Build allocation of \$5.3 billion covers the state, with 25% of the allocation to be spent in regional Victoria.

In addition, Homes Victoria has recognised the need to avoid historical problems for rapidly growing communities by identifying a 'guaranteed minimum spend' in key growth municipalities. In the G21 region these have been identified as:

- City of Greater Geelong - \$180 million
- Surf Coast Shire - \$20 million
- Golden Plains Shire - \$15 million

Allocations for Colac Otway Shire and the Borough of Queenscliffe have not been specified in this way.

Homes Victoria has also acknowledged a need to clarify working relationships with local government. The Homes Victoria website explains this arrangement as follows:

We will work with local governments to develop a social and affordable housing compact - this will include an important role for local government in identifying priorities for social housing growth in their municipality. It will also seek to bring social housing closer to the treatment of other valuable public infrastructure such as schools and hospitals, which are exempt from council rates.

In implementing this change, we recognise that local governments rely on revenue certainty to deliver the services their communities need and we will work with councils to ensure that changes are able to be revenue neutral and phased in over time where necessary. In this new relationship we will provide a new annual payment to the relevant local government area, set at a proportion of current rates.

This change reflects the public benefit that access to safe, secure and affordable housing brings to local communities.

For further details regarding the Big Housing Build see: <https://www.vic.gov.au/homes-victoria>

This social housing plan is based on the assumption that the Big Housing Build will have an impact on every municipality in the G21 region and that Colac Otway Shire Council must play a key role in 'shaping' the spend by understanding the unmet need for additional housing and advocating on behalf of the community.

4.0 Regional picture: demand for social housing

Estimating the unmet demand for social housing is critical to developing ideas for solutions.

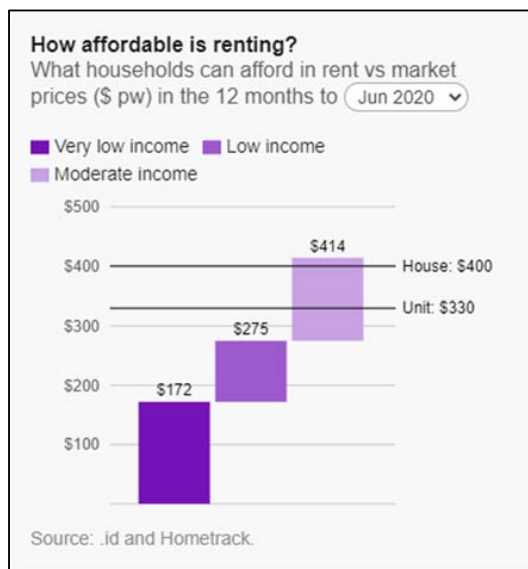
Estimating unmet demand involves adding the number of homeless people to the number of households with the twin characteristics of very modest income (to fit the eligibility criteria) and already spending more than 30% of that modest household income on rental.

Whilst this sounds simple, the calculation for 'bracketing' the Australian Bureau of Statistics estimates for income and rental is complex.

G21 and the City of Greater Geelong have purchased an online data set which accurately describes the unmet demand for social housing.

The regional profile, called Housing Monitor, can be found on the G21 website at <https://g21.com.au/g21-region/social-economic-profiling/> along with a range of other data profiles.

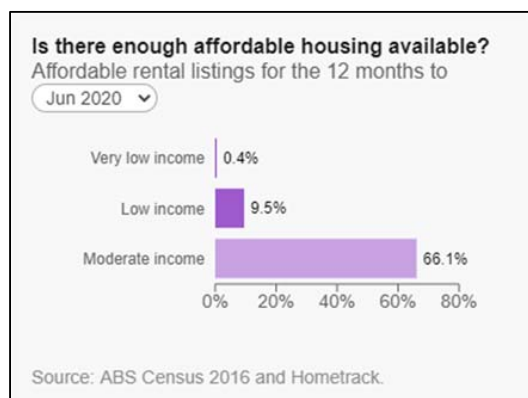
The following data has been extracted from the online Housing Monitor.



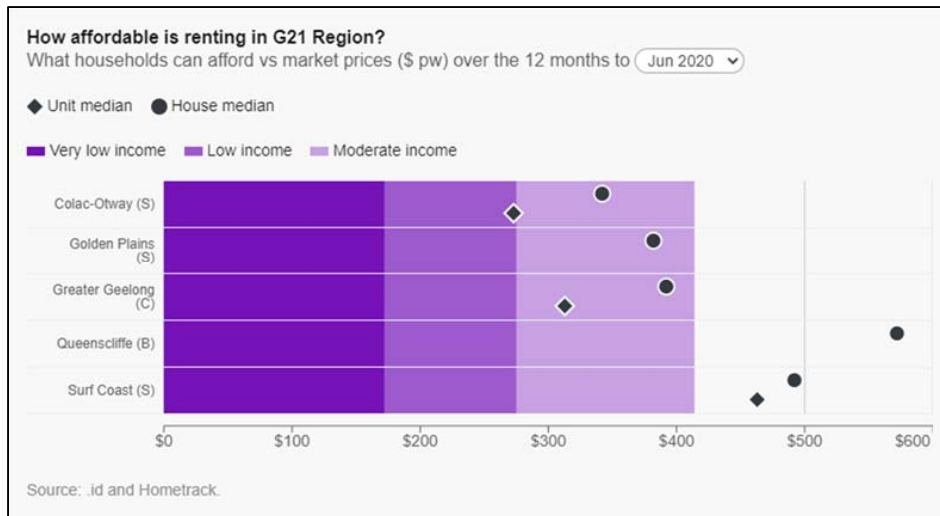
As discussed in the previous chapter, eligibility for social housing is based on income, classified as 'very low', 'low' and 'moderate'.

This chart maps the average weekly cost of private rental as: house \$400 per week and unit \$330 per week. The columns indicate the level of income available for the three income categories.

Clearly all households on very low and low income bands are most unlikely to find affordable rental and are highly likely to be paying more than 30% on rent.

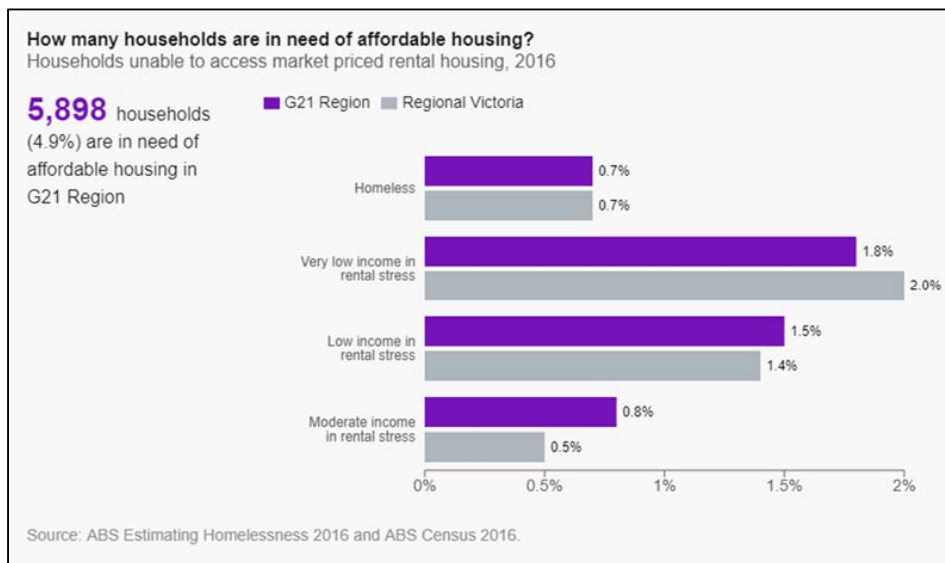


Another indicator is the supply of affordable rentals in the area. Over the past 12 months, just 0.4% of all rental listings would have been affordable to a household on a very low income.



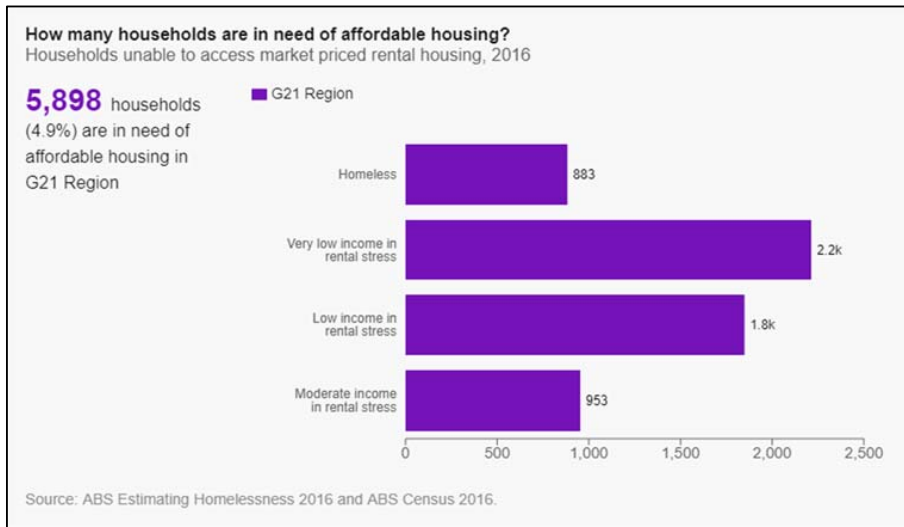
The table above compares the five municipalities of the region. The black circles and diamonds mark the median costs of rental. This table reinforces that households on very low and low income bands are most likely only able to secure a rental property by paying more than 30% of their income.

The table below consider the proportion of households across the income bands and compares that need with regional Victoria.

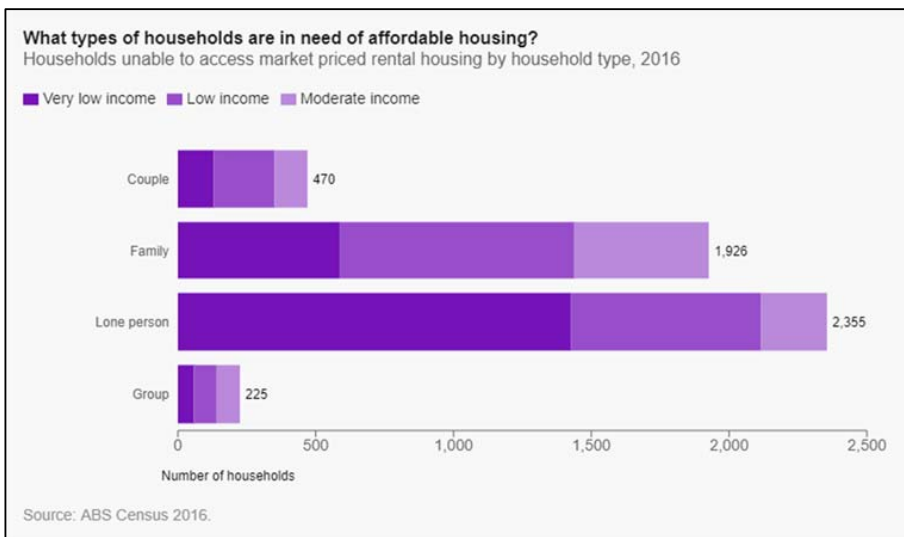


Whilst the table above explores the proportion of households in rental stress, the table below outlines numbers of households across the G21 region.

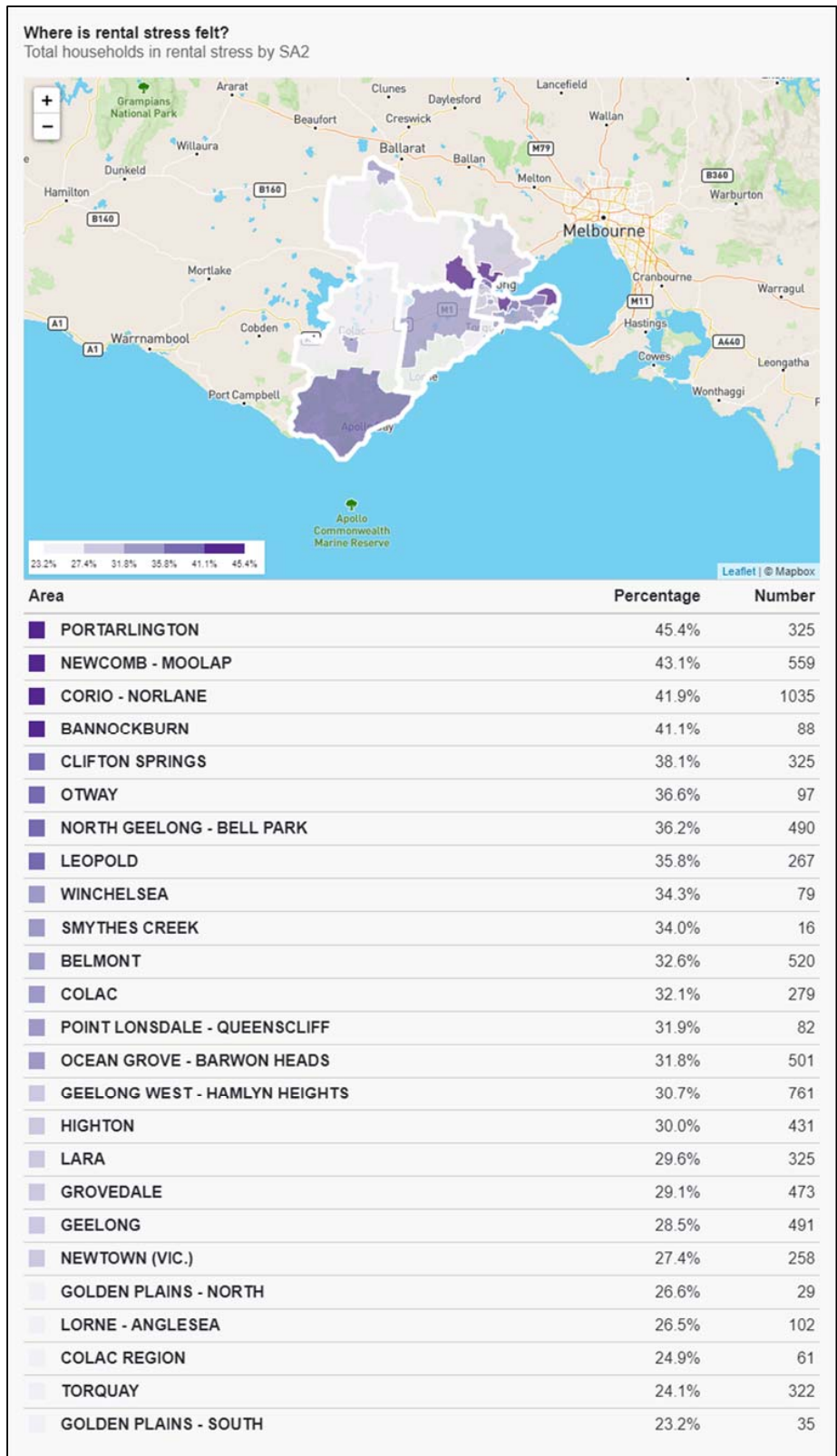
Some 883 people noted as homeless and a further 5,000 households who are known to be on very modest income and currently paying more than 30% of that income on rental. The 2,200 households on 'very low' income are of particular concern.



The online data also reveals that, across the region, families and lone persons are the most common types of households in need of affordable housing.



The following 'heat map' compares areas (at SA2 level) across the region. A table ranking areas of greatest need is also provided.



More detailed data used to calculate the charts above has also been provided. This data assists in the comparison between the five municipalities of the G21 region:

	CoGG	COS	GPS	BoQ	SCS	G21
Very low income in rental stress	1,906	158	36	17	96	2,213
Low income in rental stress	1,592	101	42	17	97	1,849
Moderate income in rental stress	811	23	18	7	94	953
Total homeless persons	750	62	17	6	48	883
Total affordable housing need	5,059	344	113	47	335	5,898

This table identifies that around 6,000 additional homes are required to meet the demand for social housing across our region. This figure is acknowledged as being very conservative for several reasons:

- The figures are based on the 2016 Census and do not take into account the rapid growth in population in our communities
- The ABS acknowledges the difficulties of estimating the numbers of people who are homeless on census night and that the numbers provided are clearly an underestimate
- There are several techniques used by social planners and this approach is said to be deliberately cautious
- The negative effects of the pandemic-based recession on our region are not known – however, it is assumed that households on low incomes are being affected and will be for some time – this reinforces the conclusion that the figures above are conservative.

The overall figures, even if they are conservative, relay a challenging story: there is an urgent need to build additional social housing in our region, in every municipality.

Finally, it is possible to construct a broader picture of regional demand for social housing by considering the data above along side a range of other measures such as an index of disadvantage – see the table below:

	COS	COGG	GPS	BOQ	SCS	G21
SIEFA INDEX	961.0	994.0	1,035.0	1,075.0	1,077.0	1,003.3
HOUSEHOLDS						
Total households (number)	8,198	87,931	7,252	1,234	10,457	115,072
Total renting households (number)	1,837	24,381	637	224	2,168	29,283
Median weekly rental payments	\$220	\$286	\$261	\$296	\$367	\$285
SOCIAL HOUSING CURRENT						
Households renting social housing (number)	290	3,305	8	11	62	3,676
Households renting social housing (% of all households)	3.3%	3.6%	0.1%	0.8%	0.6%	3.1%
RENTAL STRESS						
Rental stress all income levels (number)	537	8,066	191	73	510	9,377
Rental stress all income levels (% of all rental properties)	28.7%	33.1%	30%	32%	23.5%	32.0%
Rental stress with moderate, low or very low income levels (number)	282	4,309	96	41	287	5,015
HOMELESS						
Number of homeless people (number)	62	750	17	6	48	883
Percentage of total households homeless (% of all households)	0.7%	0.8%	0.2%	0.5%	0.4%	0.7%
SOCIAL HOUSING REQUIRED						
Unmet demand for social housing (% of all households)	4.0%	5.5%	1.5%	3.6%	3.1%	4.9%
Social housing properties required to meet the need (number)	344	5,059	113	47	335	5,898
KEY	COS Colac Otway Shire BOQ Borough of Queenscliffe	COGG City of Greater Geelong SCS Surf Coast Shire	GPS Golden Plains Shire			

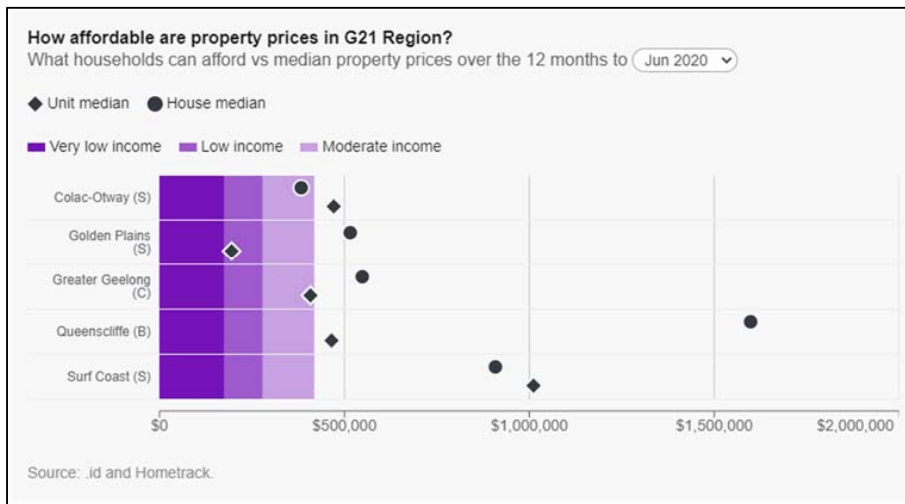
This table below is based on ABS census data from 2016. Of note is:

- Socio-Economic Indexes for Areas (**SEIFA**) ranks areas according to relative socio-economic advantage and disadvantage using ABS census data. A higher rating indicates a lower level of disadvantage.
- **Median weekly rental payments** can broadly indicate affordability.
- **Rental stress** is when a household spends more than 30% of all their income on rental payments. It is represented as a number of households and percentage of households.
- **Unmet demand for social housing** is calculated using the number of households in rental stress with moderate, low or very low income levels plus the number of homeless households. It is represented first as a percentage of all households and finally as a number of units of housing estimated to be required to meet the demand for social housing.

The table above demonstrates the relationship between income, disadvantage and rental costs. The table also includes the number of social housing units currently across each municipality, totalling 3,676 across the region. This indicates that, regionally, there should be around 10,000 social housing dwellings.

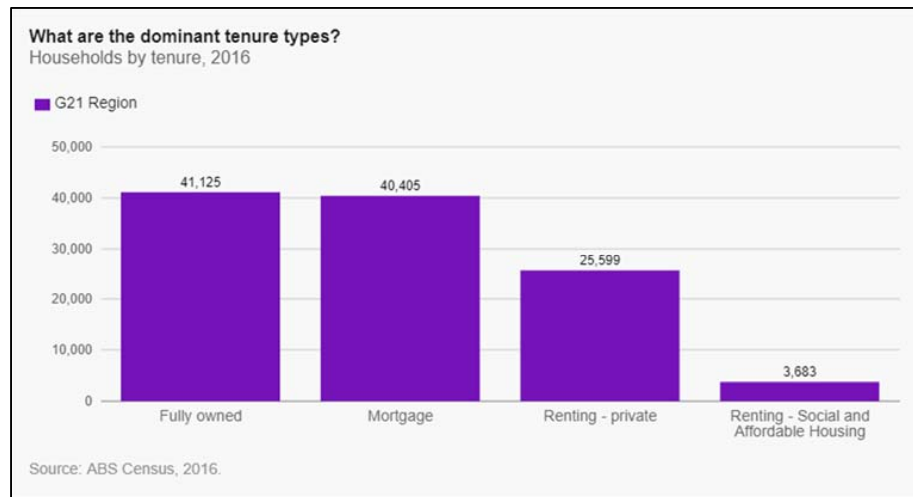
This social housing plan is focused on the immediate needs of people who are on very modest incomes and known to be in rental stress.

In addition, there are broader issues relating to the overall costs of affordable house purchase.

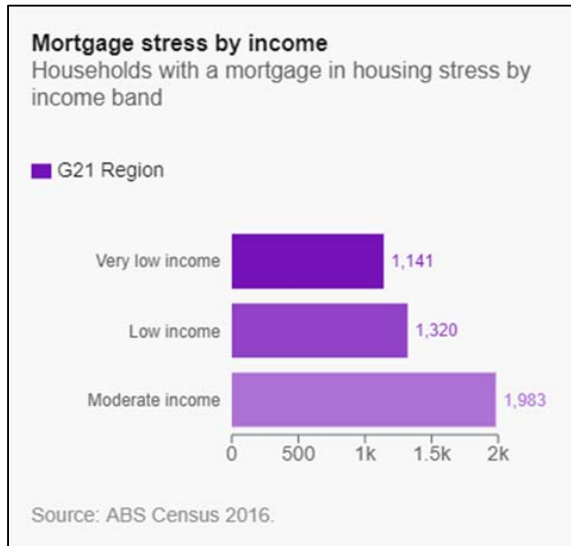


This table graphically represents the level of affordability across the G21 region for those households on very modest income who are seeking to purchase a home.

Overall, across the region, the majority of households are privately owned, either fully or under mortgage.



Given the concern regarding the effects of the pandemic-based recession, it is reasonable to assume that, despite historically low interest rates, the number of households under mortgage and in housing stress will increase.



This table indicates that, across the region, some 4,400 of all households on a very modest income were paying more than 30% of that income on mortgage repayments.

There is a risk that mortgages may become unsustainable for some of these households if there was an increase in interest rates or any long term negative recessionary downturn. If houses were sold, there would be an increased demand for rental properties, and therefore a likely increase cost in rental.

Note that these figures all relate to the 2016 ABS Census and are very likely an underestimate given rising population and housing prices in many areas of our region.

The importance of affordable (including social) housing is recognised by the Victorian Public Health and Wellbeing Plan 2019-23:

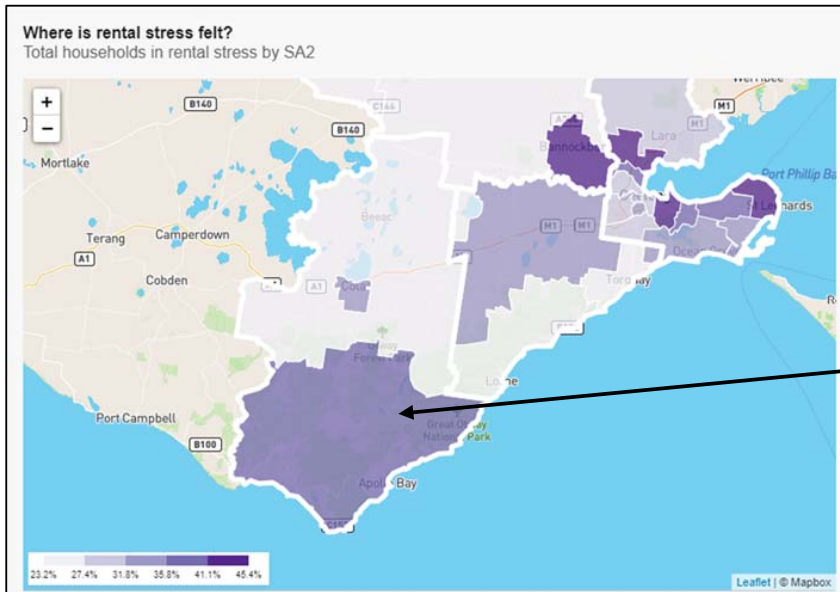
“Liveable communities provide a basis for good health and wellbeing for all age groups and can contribute to reducing health inequalities. A liveable place has been defined as a place that is safe, attractive, socially cohesive/inclusive and environmentally sustainable, with affordable and diverse housing linked to employment, education, public open space, local shops, health and community services, and leisure and cultural opportunities via convenient public transport, walking and cycling infrastructure.” (Victorian Public Health and Wellbeing Plan 2019-23)

The absence of local, affordable housing also acts as a drag on economic prosperity as workforce vacancies become harder (and thus more expensive) to fill. This is particularly the case for low to moderate income positions for whom local home ownership or expensive (and very limited) rental properties are already out of reach.

Councils may choose to address affordable housing challenges, beyond the scope of this plan, in additional strategies or plans.

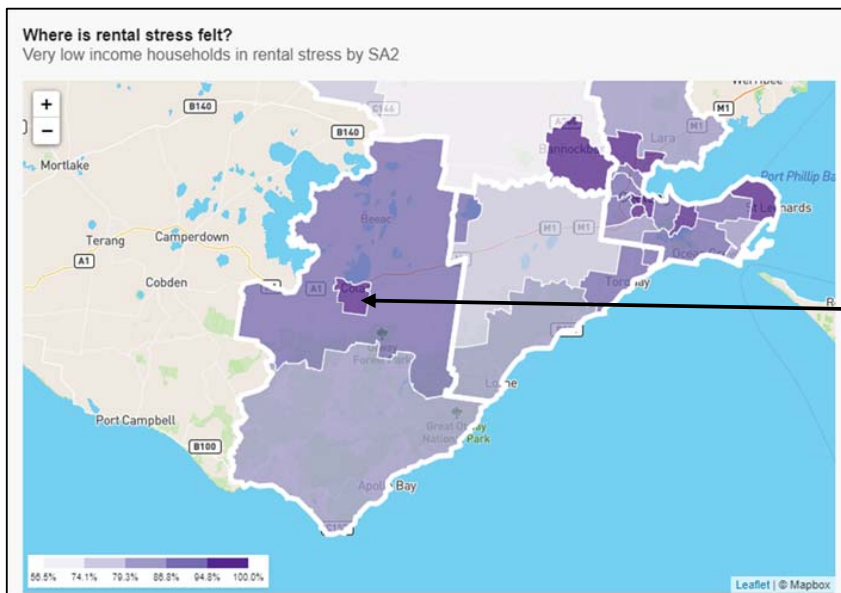
5.0 Local demand

Using the online data available for the project, it is possible to explore some further information relating to our Council. The following 'heat maps' provide some indication of local levels of rental stress for the range of income bands. The shaded areas are ABS areas called SA2, which is the lowest level at which this data is available. The boundaries, do not, in many situations, align with municipal boundaries exactly. There are three SA2 areas in this municipality, called 'Colac Region' surrounding the town, 'Colac' and 'Otway' to the south.



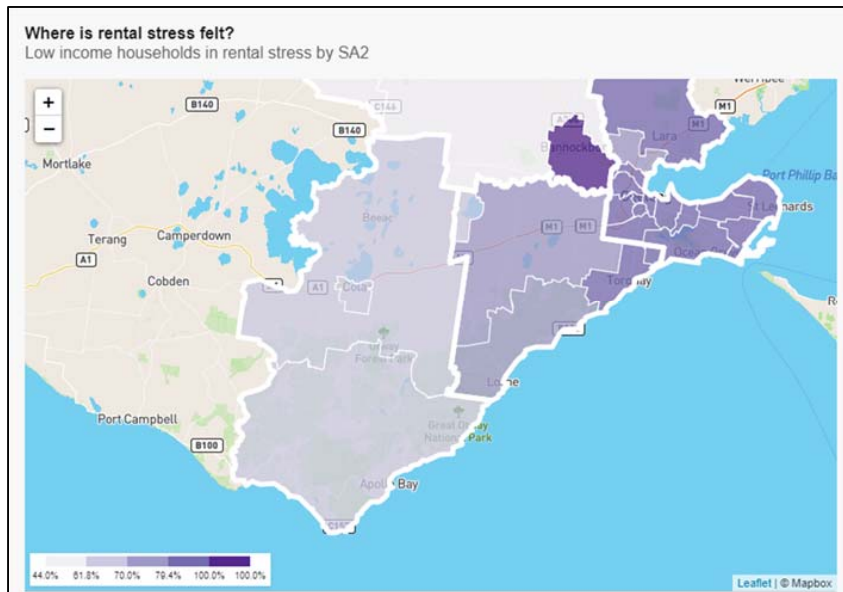
The heat maps relate to the proportion of households both on very modest income and already paying more than 30% of that income on rent.

Firstly, the OVERALL proportion of households on very modest income is highest in the Otway area

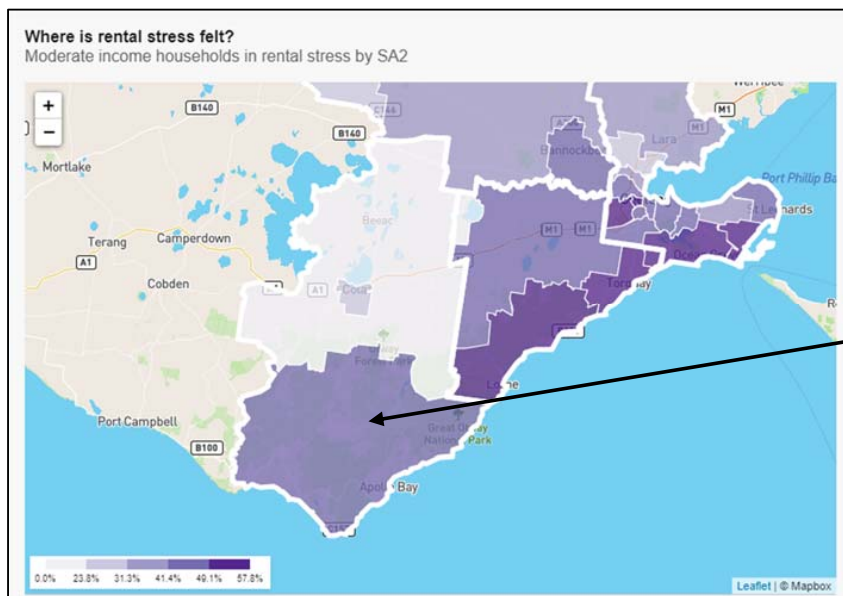


The VERY LOW income band is perhaps the greatest concern.

The Colac area is the highest proportion for this income band.



The LOW income band is evenly distributed across the municipality.



Finally, the MODERATE income band is most noticeable in the Otway area.

Using these maps and the data from the online Housing Monitor it is also possible to map the numbers of households, in the three areas, identified as 'unmet demand'.

Numbers of households by income band and location (SA2)

	Colac Region	Colac	Otway
Very low income	21	125	35
Low income	34	105	37
Moderate income	6	49	25

In tables on the previous pages the unmet demand has been calculated at 344. The figures above do not necessarily add up to figure (given boundary issues) but indicate overall demand in numbers of household.

The table below, for our Shire is based on background data used to calculate the heat maps, again with SA2 level data. The purpose of this table is to explore the types of families experiencing rental stress across the Colac Otway Shire.

Household type and income	Income band	Number of households in rental stress
Lone person household	Very low	41
	Low	112
	Moderate	76
	Total	229
Couple family no children	Very low	9
	Low	13
	Moderate	11
	Total	33
Couple family with children	Very low	15
	Low	13
	Moderate	4
	Total	32
One parent family	Very low	100
	Low	38
	Moderate	0
	Total	138

Whilst it is not possible to correlate the family types with locations, the table above demonstrates that all family types are represented as experiencing housing stress.

Lone persons are the most predominant family type. Of the one parent families, the significant majority is in the lowest income band.

Overall, the data relating to the Colac Otway Shire enables some broad interpretation:

- Rental stress for people on very modest income is distributed across the municipality
- The township of Colac has the greatest number of households in rental stress, however, there are significant numbers of households notes in the southern area
- The most concerning income group, the very low income bracket, is concentrated in Colac
- Lone persons and one parent families are the most predominant family type experiencing rental stress; of the one parent families, the majority are in the lowest income bracket
- The index of disadvantage for the shire indicates the highest level of disadvantage in the G21 region
- The median weekly rental payments, however, is the lowest in the region
- There are currently 290 social housing properties within the Shire
- There is an unmet demand for an additional 344 homes.

The data included in this plan relates specifically to social housing and indicates the significant need for investment in over 340 new homes to address immediate identified needs for households on very modest income.

There is a further housing issue across the Shire, which is connected to the overall cost and availability of housing. At present there are genuine concerns that people who are being offered jobs in the Shire are unable to take up these positions due to both the shortage and cost of housing.

Employment growth is a significant priority for Council to strengthen the overall economy and drive further recovery from the pandemic. Council and businesses in the municipality have worked hard to grow employment across a range of jobs in manufacturing, processing, tourism and service industries. These jobs vary from relatively low paid roles to higher paid positions – often ongoing, permanent jobs. These are the jobs that build our community because people can settle in the Shire, have families, use schools and shops and access all the natural resources of the region.

At time of writing, there are two critical pressure points where key and essential workers are unable to take up positions due to housing cost and availability:

1. The Chamber of Commerce in Apollo Bay has been tracking a growing trend where recruitment to positions in teaching, nursing and several service industries has been made almost impossible due to the cost of housing, where it is available. This includes arrangements to rent and / or buy. There are concerns that leaving these positions vacant would not only detrimentally affect services to the community but also affect the overall population of the town, over time. Being unable to fill these positions may contribute to a downward spiral of population if there is not urgent intervention to create affordable housing specially for key and essential workers.
2. The economic wellbeing of the Colac township and immediate area has been strengthened in the past two decades, given growth in manufacturing, processing, service industries and agriculture. There are current concerns that limited availability of housing, particularly in the rental market, is inhibiting further growth as ongoing positions are becoming more difficult to fill. Council is concerned that work over decades to support and enable significant industries in the township is in jeopardy without significant intervention.

Council understands that the link between employment and housing is a component of the Big Housing Build but would content that additional resources, specifically targeting the housing needs of key and essential workers, is urgently required to address this situation.

6.0 Action plan

This Colac Otway Shire Social Housing Plan is part of a suite of plans in the G21 region, which in turn have been used as the foundation for a *G21 Region Social Housing Plan*.

By taking a regional approach, the five Councils of the G21 region see clear advantages in mutually supporting each council to share ideas, information and expertise that will deliver the best outcomes through the Big Housing Build.

The councils all acknowledge a clear leadership and advocacy role and have developed an agreed framework to productively shape social housing initiatives across the region.

G21 SOCIAL HOUSING REGIONAL FRAMEWORK			
Economic recovery, building jobs & addressing disadvantage			
Purpose			
Recognise, acknowledge and address disadvantage in the community through the provision of increased safe, secure and affordable social housing			
Council roles			
STEWARDSHIP Advocate for public policy, government investment and community participation in the development of social housing initiatives	PARTNERSHIP Support regional partnerships with government regarding investments and collaborations with housing agencies on key projects	PLANNING Negotiate the inclusion of social housing in new private developments where rezoning and planning approvals add value to land	CAPACITY Continue to develop capacity within Council and awareness within the community to sustainably implement this Social Housing Plan
Council strategies			
Continue to participate in the G21 regional, collaborative approach to the planning and development of increased social housing stock			
Use tools such as the Municipal Strategic Statement and the Municipal Health and Wellbeing Plan to link social housing with Council strategies			
Identify and consider the suitability of Council and other Government owned land that may be suitable for social housing initiatives			
Provide information and support to parties seeking to develop opportunities for increased social housing in the municipality			

The commitments within this plan are based on the regional framework above.

Colac Otway Shire Social Housing Plan	
COMMITMENTS	
Area	Action
Council owned land	<p>Council is committed to making the best use of all Council owned properties for the long term benefit of the community.</p> <p>Where there are clear opportunities to develop sustainable and supportive social housing on Council land, the Council will undertake a rigorous planning, assessment and consultation process before finalising any proposal.</p> <p>The assessment process will be based on the following principles:</p> <ul style="list-style-type: none"> • Council will respect all previous commitments to the community and overlays / planning controls • Council will not act to reduce open space within the municipality, unless there is a compelling case • Council will carefully balance the identified need for social housing with the capacity of support services to ensure that tenancies are viable and supported
Community owned land	<p>Council will work alongside any community group seeking to develop underutilised land as social housing and community use.</p> <p>Council will support the involvement of Homes Victoria in formulating, finalising and delivering any plans to develop social housing on community owned land, in accordance with policies and procedures of Homes Victoria.</p>
State government owned land	<p>Council is committed to working with Homes Victoria to assess, plan and develop underutilised state owned land.</p> <p>The availability of underutilised state owned land is a key finding of this social housing plan, as the township of Colac has a range of state owned sites that are well located (eg close to assets such as shops, schools and so forth) and highly adaptable to use as housing.</p> <p>Council acknowledges the Victorian Government Landholding Policy and Guidelines plus the associated Transactions Policy and Crown Land Assessment Policy which is used to shape the management of all state owned land, some 40% of all land in Victoria. Council recognises the stated principles of 'public value' within the policy:</p> <ul style="list-style-type: none"> • “Intergenerational: By considering how land use decisions made today benefit current and future generations, including Traditional Owners who use the land to pass down their culture to younger generations • Social: Equity of access to health, housing, education and recreational space, and improved local amenity and social inclusion. For Traditional Owner groups access to land is an integral part of their future sustainability, self-reliance and community prosperity • Economic: Access to employment, and benefits for business and industry • Environmental: Improve resource use and sustainability, reduce contamination emissions and waste, improve ecosystems and biodiversity and manage the impacts of climate change.” <p>Council is committed to working with Homes Victoria to establish the public value of adapting state owned land to social housing in our Shire.</p>

<p>Development of existing social housing</p>	<p>This plan has identified the number of existing social housing properties as 290 homes. It is assumed that most of those properties are located in Colac township and are in the form of public housing.</p> <p>Council is committed to working with Homes Victoria to assess the current suitability and amenity of the existing public housing in the Shire. At this point, it is assumed that much of this stock is in poor repair and often located in poorly planned developments.</p> <p>Council has a view that there has been a significant under-investment in the maintenance and development of these properties and applauds the acknowledgement, within the Big Housing Build, that the renewal of existing public housing is an urgent state government priority.</p> <p>Council would welcome any opportunity to engage in robust, community grounded planning to improve existing social housing resources in the Shire.</p>
<p>Development on greenfield sites</p>	<p>One long term mechanism to potentially meet demand and possibly avoid slipping further behind is to consider opportunities for social housing in all future greenfield development sites.</p> <p>Data within this plan reveals the unmet demand for social housing as both a raw number of housing units and also a percentage of all housing units. By adding these percentages Council has arrived at a target for discussion of a range of strategies:</p> <ul style="list-style-type: none"> ➤ The percentage of current social housing is 3.3% ➤ The percentage of homeless households is estimated as 0.7% ➤ The percentage of housing units identified as 'unmet demand for social housing' is 4.0% ➤ These figures total 8.0% <p>Council has, therefore, identified a need to increase the overall percentage of housing from the current 3.3% to around 8.0%, over time. It seems reasonable to set 4.7% as a benchmark for discussion around any potential new greenfield site development with a view to closing the gap between the current 3.3% and the total of 8.0%.</p> <p>Council has developed a 'Social Housing Planning Assessment Tool' to guide conversation between developers and Council staff regarding greenfield development sites where social housing may be appropriate. The assessment tool also highlights situations where sites may not be viable.</p> <p>By working with developers on the assumption that all greenfield sites should be carefully assessed as opportunities for additional social housing, Council is committed to exploring opportunities to use social housing as a tool to drive economic development, build jobs and address disadvantage.</p>
<p>Planning integration</p>	<p>This Social Housing Plan has highlighted the breadth and extent of disadvantage relating to housing stress, particularly for households on very modest incomes. It is clear that rental stress plays a significant role in over 340 households across the Shire.</p> <p>In the light of this data, Council is committed to considering housing affordability generally, and social housing in particular, across all facets of social and land use planning in the future.</p> <p>Across all forms of planning, Council will acknowledge that rental stress is a factor in the economic life of our community and that services and amenities may not be accessible for those families where rental stress significantly restricts disposable income.</p>

Opportunity analysis	<p>Council understands that meeting the identified need to build many more social housing units in the Shire is a long term task that will require funding and persistence.</p> <p>Council is committed to maintaining a register of 'opportunities', which identifies promising development sites, provides an overview of the opportunities and constraints and notes potential strategic action. This will be a public, living document, appended to this plan.</p>
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Recommendations

- R1 That Council acknowledge the need for social housing for vulnerable groups within the community and the role that developing social housing would play in building economic and social capacity across the municipality.
- R2 That Council acknowledge the opportunities of the Big Housing Build, which will enable a sustained focus on building new social housing stock over the next four years
- R3 That Council adopt the G21 Social Housing Regional Framework as an approach to collaboration across the G21 region on the development of social housing.
- R4 That Council work towards targets and commitments that increase availability of social housing by supporting initiatives within the municipality.
- R5 That Council adopt the Colac Otway Shire Social Housing Plan.

G21 and the Colac Otway Shire respectfully acknowledges the traditional custodians of this land - Gulidjan and Gadubanud peoples of the Eastern Maar Nation Ancestors and Elders, past, present and emerging.



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Item: 10.4

36-52 Bruce Street Colac - Land Sale Options

OFFICER	Simon Clarke
GENERAL MANAGER	Ian Seuren
DIVISION	Development & Community Services
ATTACHMENTS	1. UrbanXchange Review of Affordable Housing Options [10.4.1 - 41 pages]
PURPOSE	To present Council with options regarding the potential to achieve social and affordable housing options through the sale of 36-52 Bruce Street, Colac.

1. EXECUTIVE SUMMARY

Council has indicated its desire to consider the sale of 36-52 Bruce Street, Colac for many years. Following extensive work to prepare the land for sale, Council resolved at its meeting on 24 March 2021 to sell the land and expressed an interest in facilitating the provision of affordable housing within any new development, with an emphasis on social housing and exploring opportunities for improved availability of housing for key workers in Colac. This site is one of the few surplus parcels of Council owned land in Colac and given the challenges of housing availability for key workers in Colac and high social housing need, it represents a significant opportunity for Council to actively contribute to meeting this need whilst at the same time achieving a cash return from the site.

Officers have sought expert advice on options for the delivery for affordable housing on the land and the process of how this may be achieved. The two most relevant options include development of houses by a Community Housing Trust that can be offered for long term rental at rent that is pegged at a maximum proportion of the income for eligible persons (termed 'Build to Rent'), and housing that is constructed for sale to eligible persons at a discount from the market price (termed 'Affordable Purchase').

It is proposed that Council resolve to undertake an Expression of Interest (EOI) process for the land sale that invites offers from developers and Community Housing Trusts that would result in 15% of land developed for dwellings within future residential subdivision of the land to be set aside for Build to Rent social housing. This would address the significant market need for low-cost rental housing. Such an EOI could be designed to encourage innovative proposals that exceed this minimum requirement by offering additional forms of affordable housing such as an Affordable Purchase scheme, providing Council still received an acceptable financial return from the sale. Therefore, whilst social housing is unlikely to address the specific issue of key worker housing, there is potential for

proponents to add additional value in this respect through the EOI process. The recommendation could be adjusted by Council should it decide to pursue a higher or lower level of affordable housing through the sale, or to pursue a different model of affordable housing.

2. RECOMMENDATION

That Council:

- 1. Notes the assessment of affordable housing options outlined in the recent UrbanXchange Affordable and Social Housing Review.*
- 2. Reaffirms its intention to sell its land at 36-52 Bruce Street, Colac for residential development.*
- 3. Resolves to advertise its intention to sell the land in accordance with the provisions of the Local Government Acts 1989 and 2020.*
- 4. As part of the sale process, establishes a competitive Expression of Interest (EOI) process to seek interest from suitable Community Housing providers and land developers to achieve a minimum of 15% of land that is to be developed for dwellings (exclusive of roads, reserves and other features outside of allotments to be sold) to be constructed and owned/managed by a Housing Association for rental as social housing (Build to Rent).*
- 5. Resolves that the Expression of Interest process should encourage other innovative forms of affordable housing such as Affordable Purchase to be provided in excess of the minimum social housing requirement, aimed at meeting the needs of key and essential workers in Colac, provided that an acceptable financial return from the site is realised.*
- 6. Notes that officers will develop an Evaluation Plan that establishes common criteria for evaluation of Expressions of Interest and specifies members of the Evaluation Panel, and that this will be the subject of a Council briefing prior to initiation of the formal process.*
- 7. Notes that officers will investigate the benefit of including a second step in the process following receipt of Expressions of Interest to seek a Request for Proposal from short listed proponents.*
- 8. Notes that a Probity Advisor will be engaged to oversee the process.*
- 9. Notes that whilst an option is for Council to develop and subdivide the land itself for sale as individual residential allotments, Council's position is that in order to achieve the best affordable housing outcomes for the site its preference is to sell the land as a whole for development by a suitable third party.*

3. KEY INFORMATION

Council owns land as 32-64 Bruce Street, Colac. The land is included within the General Residential Zone (GRZ1).



Zoning map of Bruce St - 36-52 Bruce Street (yellow dashed lines).

The abutting land at 2-34 Bruce Street Colac operated as a municipal landfill from 1974 – 1997. During this period, it received solid inert waste, solid putrescible waste and domestic garbage. At some point, waste was spread along and over the boundary of the landfill site into the abutting vacant Council land to the south at 36-52 Bruce Street. Over several years, Council has intended to sell the land and has been working toward ensuring the land is in a suitable condition for sale. To this end it has sought and received a Section 53X Environmental Audit under the Environment Protection Act which certifies that the land can be developed for residential purposes, with a key condition being that an underground bentonite barrier be constructed along the northern boundary and dwellings setback at least 15m from that boundary, to ensure that methane gas migration underground from the former landfill does not adversely impact future housing. Council also engaged consultants to assess the suitability of subdividing the land having regard to proximity to nearby industrial land uses. The assessment concluded that development of the land could be supported.

Resolution to Sell

Officers presented a report on the potential sale of the land at the Council Meeting held on 24 March 2021, where Council resolved:

“That Council:

- 1. Acknowledges an urgent need for residential land development in the shire.***
- 2. Notes that the residential development of Council owned land located at 36-52 Bruce Street is a high priority.***

3. ***Agrees in principle that it will seek to sell its land at 36-52 Bruce Street, Colac for residential development.***
4. ***Notes its intention to achieve a key worker and affordable/social housing outcome as part of the sale.***
5. ***Notes that officers will further investigate the desired affordable housing outcome and quantify the preferred development/sale model (including proportion of dwellings, price-point and impact on sale return).***
6. ***Requests officers brief Council and then present a final report at the May 2021 Council Meeting on the preferred sale/development model prior to commencing a statutory process under the Local Government Act 2020 for sale of the land. The report will include full consideration of all options including developing the land itself, as per the resolution of Council at its September 2020 Ordinary Council Meeting.***

The resolution signals a clear intent to sell the land, but Council is seeking further information on how affordable and social housing might be delivered as part of a sale process. This report seeks to establish these options so that Council can formally commence the sale process.

Housing Affordability Challenges

There has been significant concern in recent years about challenges posed by the availability of appropriate housing stock in Colac, with many households living in housing stress. Contributing to housing stress is the lack of housing that is affordable for lower paid workers of major industries in Colac. There is anecdotal evidence of groups of workers from some large businesses living in large, shared households, and of workers living outside the Shire due to a lack of housing options.

The Victorian Planning Authority (VPA) has been working with Councils across South West Victoria to examine means to increase the supply of low to high-end rental accommodation and ownership accommodation for permanent and seasonal key workers from a range of industries across the Great South Coast and Barwon Regions. The report includes eight actions specific to Colac Otway Shire. This Key and Essential Workers Housing Action Plan specifically identified that Colac required:

- Higher quality dwellings with medium density dwellings suited to workers on higher wages from health care and professional service sectors.
- Lower cost smaller dwellings to support workers in achieving housing.
- Housing for temporary workers.

Further, it was identified that the key workers and housing needs identified for Colac were in the following sectors:

- Construction
- Retail
- Accommodation and food services
- Health care and social assistance
- Education
- Manufacturing/labour.

As well as much of the existing social housing stock being unfit for purpose, there is a substantial shortfall in supply of social housing stock, with the current supply meeting less than half the community's need for subsidised housing. Currently there are 290 social housing dwellings in the

municipality (mainly public housing owned by the Government) with an additional 344 required to meet the need within the community.

Council is currently working with G21 Councils to prepare a Regional Social Housing Plan that aims to increase the level of social housing in the Shire and other G21 councils over time. A draft Social Housing Plan developed for our Shire through this process is listed for consideration separately in the Council Meeting agenda which contains a recommendation that Council aim to utilise its own land to leverage social housing opportunities.

Affordable and Social Housing Opportunities

Given the challenges of housing availability for key workers in Colac and high social housing need, the Bruce Street site represents an opportunity for Council to assist in meeting future housing needs for its key industries. As such, officers commissioned UrbanXchange to provide advice on affordable housing models, ranging from:

- Affordable by Design – higher density housing that results in lower cost housing without any subsidy.
- Affordable Purchase – land which is sold to eligible persons at a discounted price to enable those who might not otherwise afford to purchase a home enter this market. Land on-sold by owners of this land would be restricted to selling at a discount from market value (enforced by covenant/restriction on the title).
- Shared Equity – housing which is part owned by a Community Housing Trust or other public vehicle and part by the purchaser, allowing for full ownership to be achieved over time.
- Rent to Buy – housing is rented at a discounted rate for a minimum period, with an option for the tenant to buy at the end of this period.
- Build to Rent – housing developed and owned by a Community Housing Trust that is rented to eligible persons with rent set as a discount to market rent and capped as a proportion of income.
- Social Housing – housing owned by government or a Community Housing Trust or similar which is rented to persons eligible for public housing on the State Government waiting list.

The commercial options for development:

- Straight sale to market – no conditions on sale.
- Deliberative development – Council seeks agreement with a developer on outcomes to be achieved.
- Development agreement – similar to deliberative development, with agreement on outcome to be achieved.
- Community land trust – land developed in full or part by a Housing trust that manages housing for subsidised rent to low income households.
- Council acting as developer – land subdivided and sold as individual parcels.

In considering housing tenures, Council needs to be aware that some of the housing will be unachievable for those on lower incomes. The key consideration relating to purchase capacity is the requirement for low-moderate income earners to obtain finance from a financial institution. In general, the existing requirements for a potential purchaser who is at, or above the 50% of income earners, include:

- Steady savings pattern for 12 months.
- Funds to service all purchase costs (stamp duty, insurance rates and conveyancing).

- A minimum deposit of 10% value.

However, for potential individual purchasers who earn below the 50% income benchmark (generally considered \$52,000), financial institutions require:

- A steady savings pattern for 18 – 24 months.
- Funds to service all purchase costs (stamp duty, insurance rates and conveyancing).
- A minimum deposit of 20-25% of value.
- Full-time employment history of five years.

It is reasonable to argue that it is exceptionally unlikely that a person earning less than \$52,000 per year is in the market to purchase. On this basis, and considering award wages of groups, the UrbanXchange report indicates that the following tenures would be available to key workers:

Industry	Tenure			
	Affordable by Design	Affordable purchase	Build to rent	Social Housing
Construction	Yes	Yes	Yes	No
Retail	No	Yes	Yes	Yes
Accommodation and food Services	No	Yes	Yes	Yes
Health care and social assistance	Yes	Yes	Yes	No
Education	Yes	Yes	Yes	No
Manufacture / labour	No	Yes	Yes	Yes

Based on the assessment of Colac’s housing needs for key workers the UrbanXchange report recommends that Council pursue the following options:

- Affordable by design
- Affordable purchase
- Build to rent
- Social housing.

It is noted that a Housing Association would be able to cater for both Build to Rent and Social Housing outcomes. Equally developers will be able to cater for both the Affordable by Design and Affordable Purchase tenure options.

Development Options

A Deliberative Development approach is the preferred method of achieving Council’s desired affordable and social housing outcomes. It involves a housing project driven/influenced by affordable housing outcomes in contrast to speculative development where the design of a dwelling is geared to what best suits the market. This requires Council to establish its desired outcomes and then seek a development partner through a competitive Expression of Interest (EOI) process.

Council has requested advice on the option of Council itself subdividing and selling the land as individual parcels. Whilst this remains an option that could be pursued, it would be challenging to do this whilst also pursuing affordable and social housing outcomes. Typically Councils only step in as land developers where there is market failure, however this is not the case in Colac. If Council was to

undertake development itself, it would need to procure all the technical skills through contractors as they are not readily available in-house.

If Council did choose to subdivide the site, it would need to follow the following steps:

- Appoint a Project Manager.
- Seek relevant consultants including a land surveyor, town planner, engineers (including drainage, road infrastructure etc.), affordable housing specialist and other relevant expertise as required.
- Develop and submit planning application for subdivision.
- Assess and approve permit application.
- Engage a land surveyor to prepare and submit documentation for approval under the Subdivision Act.
- Engage with service agencies for construction of relevant infrastructure such as power, gas, water, NBN and sewer.
- Partner with a Housing Provider via an EOI process.
- Engage a real estate agent through a quotation process.
- Detailed design and tender documentation for Bentonite barrier and civil infrastructure.
- Tender for construction.
- Outsource all construction works through a contract process.

The recommended approach however is that Council sells the entire site to a development partner, whether this be a Community Housing Trust (CHT) or a developer in partnership with a CHT, to develop some of it for social and affordable housing sprinkled through the development, with the balance sold on the open market to offset the cost of the affordable housing component. Council could build into the agreement that the balance of development is Affordable by Design so as to achieve lower cost housing more broadly through the subdivision.

Such outcomes would not be as easily achieved if Council was selling individual allotments to purchasers for them to develop. A developer/CHT would be able to pursue an integrated residential development that does not concentrate affordable/social housing in one part of the site (as has occurred with public housing estates in Colac in the past). The benefit of an integrated development by a third party is also that the development would occur faster and more efficiently, by parties that are experienced in residential development and subdivision construction, resulting in housing supply occurring much earlier than if Council was to undertake the subdivision work itself.

The benefits of developing the land itself include:

- Having full control over the development process, in particular the social and affordable housing components of the development.
- Potentially securing additional income from the land compared to a one-off sale, although a significant upfront expenditure would be required. A full cost-benefit analysis hasn't been undertaken.

Should Council elect to develop the site itself, risks associated with this option include:

- Lack of expertise – whilst Council is responsible for approving subdivision, it does not have experience with land development and subdivision construction. Council would need to outsource all aspects of the project eg: planning consultant, construction etc., including engagement of a suitably experienced project manager.

- Timing – it is expected that land release for housing will take substantially longer than if this was to be undertaken by a developer experienced in this process (see estimated time frames at the end of this report). Council is subject to stringent and often time-consuming procurement processes that the private sector is not.
- Financial risk – Council would be incurring significant upfront cost for installing infrastructure and subdividing/marketing land sale, which may take several years to recover from sale of allotments. There is no guarantee on this return and it's timing, potentially impacting Council cash flow in the short term.
- Timing for the sale of land – whilst land availability is an issue at present, demand can change over time, providing some uncertainty about cost recovery.
- Reputational risk, particularly around the design and outcome of the development.
- Council would be competing against the private sector. Whilst land is developed by other Councils from time to time, it normally only occurs when there is market failure, which is not the case in Colac.

For these reasons, and in order to maximise the opportunity of achieving the desired social and affordable housing objective, officers are recommending against Council developing the site itself, and that instead it pursues a Deliberative Development Process as outlined below, where expressions of interest are sought for development of the entire site by third parties.

Deliberative Development Process

Council should be open to considering high quality, innovative medium density and subdivision design outcomes as this has potential to increase the housing yield.

A key element of successful integration of affordable housing into any development is that it is indistinguishable from all other housing – known as tenure blind. Two elements prove successful in achieving tenure blindness:

- The designs including use of similar materials and colours.
- The percentage of affordable housing being more than tokenistic.

The first element could be managed through the town planning process. The second element needs Council to make a decision on what it will require. As outlined by UrbanXchange the most successful integration projects (derived from examples at City of Port Philip and City of Whitehorse) have between 10% and 20% affordable housing in different tenures.

UrbanXchange have recommended that Council may wish to consider the following mix of affordable housing options for the Bruce Street site:

- Rental properties, being 10% (via a housing association)
- Affordable purchase, being 10%.

Whilst the advice received is that this mix of affordable housing has worked effectively elsewhere, Council could choose to seek a lower or higher affordable housing outcome, recognising that this has an impact on the financial return it would receive.

Based on discussions with Councillors, officers are recommending that Council resolve to seek a minimum of 15% of the site to be developed as social housing (Build to Rent), and that Council ask EOI respondents to consider whether other forms of affordable housing such as Affordable Purchase might be provided in excess of the social housing requirement as added value to their development proposition provided this still results in an acceptable financial return for Council. This would

encourage proposals which utilise higher density housing and innovative design and increase the potential for development to contribute towards key worker housing needs.

The EOI process needs to be explicit on the outcomes that Council is seeking in relation to matters concerning affordable housing. In this respect, Council is required to give direction on the specific outcome it intends pursuing, and it will need to be reflected in the Council resolution.

The UrbanXchange report has suggested that a company responding to an EOI process to develop the site should be asked to provide the following to assist Council in its assessment of suitability:

- The experience the developer has in working with or on a development of a type, scale and environment envisaged.
- The experience of the developer in delivering affordable housing in an integrated tenure blind manner.
- The specific people to be engaged in development: their experience (particularly in relation to the affordable housing mentioned for the above criterion), expertise and nominated tasks; how they will be managed and coordinated. Consideration also has to be given to the Registered Housing Association recognition of their responsibility to the development process.
- A statement on understanding of the issues surrounding the particular affordable housing and tailoring the sequence of activities to ensure that the desired outcome is achieved. Having identified critical key worker groups and their ability to reach and house these groups. The ability to effectively communicate key activities and steps to be performed.
- A demonstration that the Registered Housing Association has a commitment to Colac, the region and awareness of the need to grow, and having considered the particular issues around housing of key workers. This may also include timing issues, relevant opportunities for growth, and how these might be applied.
- Demonstrated ability of the developer for efficient delivery, are supportive of the needs of Council, contribute to the strategic direction and creation of a high-quality environment.
- Demonstrated ability to develop, design and deliver housing that meets the need and is supportive of the needs of various building occupants, contribute to the creation of a high quality environment, are efficient to operate and maintain.
- Transactions between Government, Not for Profits and Private Organisations (excluding Nation Building).
- Registration – copy of registration as a Housing Association.
- Financial Statements.

It is recommended that the process be open to both Registered Housing Associations as well as land developers.

Officers will develop a detailed Evaluation Plan that sets out the criteria for assessment of proposals, and guidance for the evaluation process. It is proposed that Council would establish a selection panel to review and rank EOI submissions based on the agreed criteria and established scale of meeting requirements. Section 7 of the UrbanXchange report (Attachment 1) provides further details of scoring and weighting criteria, which officers will use as a basis for further work. The level of local content in a proposal will be considered for inclusion in the criteria. Officers will provide details of the intended Evaluation Criteria to Councillors for their information via a briefing session prior to commencement of the EOI.

The Evaluation Plan will include direction on the personnel to be included on the Evaluation Panel. This is likely to include the Chief Executive, General Manager Development & Community Services,

other relevant officers, and potentially an independent person who has relevant experience with land development (who is not involved in lodgement of EOI proposals). The make-up of this panel will be determined in the Evaluation Plan.

To ensure the residential development land is appropriately marketed, and in an effort to generate significant interest and widespread knowledge of the site, a Property Agent could be used to assist with a marketing campaign.

Lodgement of EOI submissions will be via a portal managed by Council's Procurement team similar to the way that tender processes are managed. Potential respondents will need to register to use the portal and can use it to ask questions during the EOI phase of the project. Responses will be posted on the portal so that all prospective respondents have access to the same information prior to lodging their submission.

An option following evaluation of EOI proposals by the Evaluation Panel is to select a short list of proposals and to seek more detailed Requests for Proposal (RfP) which establish a final offer for Council to consider. Whilst this second step in the process has not yet been fully determined, the value of requiring preferred proponents to refine their proposal is that it would further add value to the sale price and provide opportunity for innovative proposals to be further developed and understood before Council makes its final decision on the preferred purchaser. This process has worked effectively for other local governments in Victoria who undertake similar projects.

4. COMMUNITY CONSULTATION & ENGAGEMENT

The community has not been engaged as part of the environmental investigation process. If Council seeks to develop the site in the future, consultation will be undertaken with surrounding landowners as part of any planning process. The land disposal process would also require public notice under the Local Government Act.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 1 - Our Prosperity

Plan infrastructure, assets and land use with a long-term vision for economic growth.

Theme 2 - Places

Our places are managed for long-term sustainability.

Theme 3 - Our Community

Where we 'plan our assets and services to meet community need and to foster a culture of good service and partnership with others'.

Theme 4 - Our Leadership and Management

Where we 'will work together with our community to create a sustainable future'.

Council's planning policy contained within the Colac Otway Planning Scheme is to encourage infill development where possible.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

Council, as the landowner, has a legal obligation to ensure that any land contamination does not negatively impact on surrounding land. As a result of the Environmental Audit Council has a responsibility when selling the adjoining land for residential development to establish and maintain a bentonite barrier within an open space strip (15m wide) along the northern boundary. This would form part of the sale agreement for the land.

As noted earlier in the report, there is an opportunity for Council to facilitate a positive housing outcome for the Colac community by considering a sale process that would result in affordable housing being established.

There are known shortages of residential land availability in Colac which is impacting the growth of the town and in part the ability of Colac's key industries to attract workers. The Bruce Street site provides an opportunity to increase land availability in Colac. The sale also offers Council an opportunity to leverage the provision of affordable housing that addresses a known need in the community.

In normal circumstances Council would receive 10% of the land as public open space when subdivided, either in the form of land within the subdivision or a cash contribution for this to be provided elsewhere. One option for Council in this instance would be to flag that it would be willing to rebate any cash contribution, provided that the developer was to fund an off-site physical connection between the site and the lake for walking and cycling. This could have the benefit of further supporting a quality affordable housing outcome. This would be flagged in the EOI documentation that is advertised.

LEGAL & RISK

The completed Environmental Audit and other studies undertaken ensure that Council is doing all due diligence necessary to demonstrate whether residential development of 36-52 Bruce Street is appropriate, and if so, under what conditions this can occur.

The Environmental Audit process has raised the on-going need, should the land be developed, to maintain a gas venting barrier along the northern boundary of the land for as long as the risk remains. Officers are investigating whether it would be preferable that Council build this barrier itself given its ongoing role in maintenance of the asset and the risk associated with effectively managing methane gas migration, or whether it be works required of a developer at the time of subdivision. Whichever option is adopted, this would be reflected in the EOI documentation, and would influence the value of the sale price accordingly (i.e. if Council requires the developer to construct the barrier, a lower sale return would be expected given the high cost of the barrier works).

Once issued with a Statement of Environmental Audit, Council must provide a copy of the statement to any person who proposes to purchase, move onto or otherwise occupy the site. This document will

form part of the EOI information provided to interested parties, ensuring there is full disclosure of the parameters under which the site can be developed.

Despite the site's close proximity to Lake Colac, the land is not in an area of cultural heritage significance under the *Aboriginal Heritage Act 2006* and a Cultural Heritage Management Plan is not required for development of the land.

The land sale will be subject to the requirements of the *Local Government Act 2020* and officers will ensure that these statutory processes are followed. Council is currently reviewing its Sale of Council Land Policy which has recently been publicly exhibited and will soon be presented to Council for adoption. The process will similarly follow the processes set out in this policy.

It is proposed to engage a Probity Auditor at the outset of the process to independently oversee the EOI process. This is a standard practice for this type of activity and will give confidence to the community and interested third parties that the process is run fairly and with impartiality, it is an open and competitive process, confidentiality is maintained, and any conflicts of interest are appropriately resolved.

FINANCIAL & BUDGETARY

Sale of the site offers an opportunity to realise a one-off financial return that can be used to benefit the community through funding of infrastructure, reducing debt, or in other ways.

If Council chooses to pursue affordable housing on the site, a reduced return would be achieved, equating to approximately 10-15% less based on 10% of the site being developed for affordable housing. A lesser return would accordingly result if the proportion of affordable housing buildings in a development was to be higher i.e. 20% of land dedicated to affordable housing would equate to approximately 20-30% reduction in return.

There is \$10,000 allocated in the draft 2021/22 budget to progress the sale process.

7. IMPLEMENTATION STRATEGY

Should Council support this recommendation, officers will commence a formal statutory process of disposing the land in accordance with the *Local Government Act 2020*, including preparation of an EOI process to achieve the desired social housing outcomes.

COMMUNICATION

The outcome of Council's decision will be communicated in the media.

TIMELINE

The following is an outline of the estimated time frame proposed in the event that Council adopts the officer recommendation:

- Report to Council – 26 May 2021
- Finalise Evaluation Plan – June 2021
- Finalise EOI documentation – June/July 2021
- Advertise intention to sell – June/July 2021
- Consider submissions (if any) – October 2021
- Brief Council – November 2021

- Report to Council – November 2021
- Finalise sale – December 2021
- Development of land (including planning permit & subdivision process) – December 2021 onwards

Were Council to resolve that it will subdivide and sell the land directly itself, the following is an indication of potential time frames:

- Advertise for a Project Manager – June 2021
- Appoint Project Manager – August 2021
- Finalise Project Plan – September 2021
- Seek relevant consultants through quotation process – October 2021
- Commence EOI for Housing Provider – October 2021
- Appoint Housing Provider – February 2022
- Develop and submit application for subdivision – March 2022
- Assess and approve permit application – May 2022
- Procure real estate agent – December 2021
- Detailed design and tender documentation – June 2022
- Call for construction tenders – July 2022
- Assess construction tenders – September 2022
- Appoint contractor – October 2022
- Develop land – November 2022 onwards

Note: If a Request for Proposal (RfP) step is introduced after the first step of evaluating proposals from the EOI, this will alter the time frame for finalising the sale.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.



URBANXCHANGE

Affordable and Social Housing Overview

April 2021

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1 EXECUTIVE SUMMARY

The Colac Otway Shire (Council) owns a site at Bruce Street Colac. Council is considering the sale of the site and in light of the outcomes of the Key and Essential Workers Housing Action Plan wants to include a requirement for the inclusion of appropriate and affordable housing for key workers in Colac.

The Victorian Government policy *Homes for Victorians* provides a clear definition of affordable housing:

Affordable Housing is housing that is appropriate for the needs of a range of very low to moderate income households, and priced (whether mortgage repayments or rent) so these households are able to meet their other essential basic living costs.

Section 3AA of the *Victorian Planning and Environment Act 1987* essentially adopts the Homes for Victorians definition of affordable housing, as follows:

(1) For the purposes of this Act, affordable housing is housing, including social housing, that is appropriate for the housing needs of any of the following—

- (a) very low income households;*
- (b) low income households;*
- (c) moderate income households.*

(2) For the purposes of determining what is appropriate for the housing needs of very low income households, low income households and moderate income households, regard must be had to the matters specified by the Minister by notice published in the Government Gazette.

There is no clear definition of key workers - the Key and Essential Workers Housing Action Plan adopted the following definition of key workers:

An employee who provides a vital service, especially in the essential services, health, or education sectors.

The definition includes the following specific types of key workers:

- Providers of services to residents – e.g. teachers, doctors, nurses, health

care workers, pharmacists, Council staff

- Providers of services to visitors/tourists – e.g. hospitality, tourism, retail, workers at tourist attractions
- Workers in key local industries – e.g. agriculture and associated industries, renewable energy, forestry, mining, construction.

The Key and Essential Workers Housing Action Plan identified the following housing needs for Colac:

- Higher quality dwellings and medium density dwellings suited to workers on higher wages from healthcare and professional service sectors
- Lower cost smaller dwellings to support workers in achieving housing
- Dwellings for temporary workers

The key workers and housing needs identified for Colac were identified as:

- Construction
- Retail
- Accommodation and food services
- Healthcare and social assistance
- Education
- Manufacturing/labour

There are a number of affordable housing delivery mechanisms that can be considered and have knowledge of, as outlined below.

Affordable design – compact lots and housing that can be delivered by the market at an affordable price point, and with sustainable design features that result in lower running costs.

Affordable or Restricted purchase – price controlled housing that is made available for purchase by those on defined incomes. The key principles are that:

- The dwelling must be offered for sale at or below the appropriate price
- The dwelling must be offered for sale to eligible buyers

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- The discount for affordable housing for the first purchaser is preserved for future purchasers, either in perpetuity or for a fixed period of time.

Shared equity – the essential feature of all shared equity models is that the buyer shares the capital cost of purchasing a home with an equity partner, thereby permitting households to buy a home with lower income levels than would otherwise be required.

Build to rent – developers and their financiers build dwellings and, instead of selling them, retain them to let to tenant households. Rents may be set at market rent or, for affordable and social housing, at an appropriate discount to market rents. The NRAS was a build to rent model.

Rent to buy – the homes are offered at a reduced rent for a minimum of five years and let on assured short-term tenancies for a fixed term. The model being adapted in Australia is that, after five years of renting, the tenant has first option to purchase the dwelling at price agreed at the commencement of the five years. If the tenants do not want to buy, the landlord can retain the property as rented housing or sell it on the open market.

Social housing – this is housing owned by a state government or by a community housing organization. Typically, community housing organisations will seek to develop and build units or apartments.

NDIS/SDA – this is housing that is provided for a person receiving NDIS support. SDA providers are registered and subject to Government oversight.

It is clear that the market economy, without intervention, is not meeting the housing needs of the broader Colac community.

Council is seeking affordable housing outcomes as a part of the sale process of the Bruce Street land. It has agreed to a Deliberative Development approach where, the housing project is driven/influenced by affordable housing outcomes in contrast to speculative development where the design of dwellings is geared to what best suits the highest outcome in the market. This would require Council to establish its desired outcomes and then seek a partner.

The Expression of Interest (EOI) process needs to be explicit on the outcomes that Council is seeking in relation to matters concerning affordable housing. This should include:

1. Council is seeking a nominated percentage of the dwellings to be delivered via a housing association who would own and operate the

housing as long term rental for key workers in Colac. The identified key workers industries requiring housing in Colac are:

- Construction
- Retail
- Accommodation and food services
- Healthcare and social assistance
- Education
- Manufacturing/labour

Residents should pay no more than 30% of their income or 75% of market rent for the properties.

2. Council is seeking a nominated percentage of dwellings to be delivered as affordable purchase and affordable by design. Council will consider high quality medium density outcomes. The housing cost is to be at no more than 30% of the household's income.

Council will be seeking to sell the land via a competitive process. To ensure that the process is competitive a major consideration is the ready commercial availability of many of the tenures without Government support. On this basis it is recommended that Council pursue the following options:

- Affordable by design
- Affordable purchase
- Build to rent
- Social housing

A key element of successful integration of affordable housing into any development is that it is indistinguishable from all the other housing – known as tenure blind. Two elements prove to be successful in achieving tenure blindness:

- The designs including use of materials and colors
- The percentage of the affordable housing being more than tokenistic

The first element can be managed through the town planning process. The second element needs Council to make a decision on what it will require. The most

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successful integration projects (Inkerman and Bruce Street) have between 10 and 20% affordable housing in different tenures. Council may wish to consider:

- Rental properties being 10% (via a Housing Association)
- Affordable purchase being 10%

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2 DEFINING AFFORDABLE HOUSING

2.1 THE DEFINITION UNDER 'HOMES FOR VICTORIANS' AND THE PLANNING AND ENVIRONMENT ACT 1987

The Victorian Government policy *Homes for Victorians* provides a clear definition of affordable housing:

Affordable Housing is housing that is appropriate for the needs of a range of very low to moderate income households, and priced (whether mortgage repayments or rent) so these households are able to meet their other essential basic living costs.

The *Homes for Victorians* policy also provides the following definitions of public, community and social housing:

Public Housing

Housing owned and managed by the Director of Housing. The Government provides public housing to eligible disadvantaged Victorians including those unemployed, on low incomes, with a disability, with a mental illness or at risk of homelessness.

Community Housing

Housing owned or managed by community housing agencies for low income people, including those eligible for public housing. Community housing agencies are regulated by the Government.

Social Housing

Social housing is an umbrella term that includes both public housing and community housing. Its provision usually involves some degree of subsidy.

Section 3AA of the *Victorian Planning and Environment Act 1987* essentially adopts the *Homes for Victorians* definition of affordable housing, as follows:

(1) For the purposes of this Act, affordable housing is housing, including social housing, that is appropriate for the housing needs of any of the following—

(a) very low income households;

(b) low income households;

(c) moderate income households.

(2) For the purposes of determining what is appropriate for the housing needs of very low income households, low income households and moderate income households, regard must be had to the matters specified by the Minister by notice published in the Government Gazette.

2.2 AFFORDABLE HOUSING IN THE PLANNING AND ENVIRONMENT ACT 1987

In 2018, the Planning and Environment Act (the Act) was amended to include a new Objective to “facilitate the provision of affordable housing in Victoria” and to include a definition of affordable housing (as described in section 2.1 of this report).

These amendments to the Act also included changes to clarify that responsible authorities can enter into voluntary Section 173 agreements with developers for the provision of affordable housing.

The affordable housing framework established under these reforms also introduces two new instruments and a range of support, guidance and educational material.

The first instrument is the specification of the income levels associated with very low, low and moderate income households for affordable housing that is not social housing. A Governor in Council Order setting out these income levels has been

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published and will be updated annually in the Government Gazette (refer to Section 2.3 for the current rates)¹.

2.3 AFFORDABLE HOUSING REVIEWED

There is a variety of affordable housing delivery models available to meet the housing needs of different income groups, as conceptually illustrated in Figure 1 below. The level of government subsidy associated with each model is proportional to the income band and, therefore, the capacity of the household to pay market rent or mortgages.

The models identified in Figure 1 provide a simple conceptual framework for considering the relationship between income groups, tenure types and the relative level of subsidy (government or via a affordable housing contribution from developers or philanthropists) that might be needed for each model to be applied.

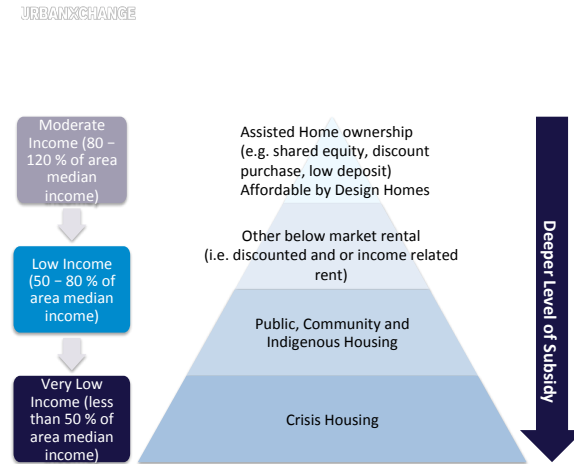


Figure 1 - Income ranges to affordable housing models and depth of subsidy

The potential categories of affordable housing and the particular delivery models that relate to them are set out in Table 3.

¹ Note that this is different to the income limits set for social housing set by the Director of Housing, which are published at www.housing.vic.gov.au.

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Table 1 – Models of Affordable Housing

Category	Model
Affordable by design	Small lot housing Sustainable housing designs
Affordable	Deliberative Development Affordable Purchase
Assisted home ownership	Shared equity Rent to buy Restricted purchase
Below market rental	Build to rent NDIS/SDA
Public, community or indigenous housing	Public/state housing and associated renewal programmes Housing Associations, including bond aggregators
Crisis housing	Rooming houses Hostels Transitional housing

Section 3AA (2) of the *Victorian Planning and Environment Act 1987* notes that the Victorian Government will specify the income ranges that apply as affordable annually via a Governor in Council Order (GIC).

The income ranges are shown in Table 5 for three types of household. The Victorian Government publishes income bands for Greater Melbourne and the Rest of Victoria.

Table 2 Annual income ranges - households eligible for Affordable Housing, Rest of Victoria

Household Type	Very low income range (annual)	Low income range (annual)	Moderate income range (annual)
Single Adult	Up to \$19,020	\$19,021 - \$30,430	\$30,431 - \$45,640
Couple, no dependents	Up to \$28,520	\$28,521 - \$45,640	\$45,641 - \$68,460
Family (one or two parents and dependent children)	Up to \$39,930	\$39,931 - \$63,900	\$63,901 - \$95,840

Table 3 – GIC orders for income ranges associated with affordable housing (July 2020) Greater Melbourne

	Very low income range (annual)	Low income range (annual)	Moderate income range (annual)
Single adult	Up to \$26,090	\$26,091 to \$41,750	\$41,751 to \$62,610
Couple, no dependents	Up to \$39,130	\$39,131 to \$62,620	\$62,621 to \$93,920
Family (with one or two parents) and dependent children	Up to \$54,780	\$54,781 to \$87,670	\$87,671 to \$131,500

The Victorian Government's current Governor in Council Orders for affordable housing in regional areas are such that most key workers would not qualify for affordable housing as defined by the Victorian Government.

3 KEY WORKER HOUSING STUDY

In 2020 Colac Otway Shire was one of 6 Councils that participated in the Key and Essential Workers Housing Action Plan.

3.1 DEFINING A KEY WORKER

The report adopted the following definition of key workers, based on an assessment of the particular key worker issues within the Great South Coast and Barwon regions (as well as a review of key worker definitions in other jurisdictions):

An employee who provides a vital service, especially in the essential services, health, or education sectors.

The definition includes the following specific types of key workers:

- Providers of services to residents – e.g. teachers, doctors, nurses, health care workers, pharmacists, Council staff
- Providers of services to visitors/tourists – e.g. hospitality, tourism, retail, workers at tourist attractions
- Workers in key local industries – e.g. agriculture and associated industries, renewable energy, forestry, mining, construction.

3.2 RESEARCH OUTCOMES

The research indicated the following issues:

- The area has a number of key employment opportunities linked to the significant growth in agricultural industries associated with food to fibre and the energy and renewable energy industry
- Shortages of appropriate and affordable housing (including all tenures of housing) act as a constraint on economic growth and can prevent workers from fully participating in economic and social opportunities
- The region has experienced minimal growth in housing stock
- There is a high proportion of unoccupied and underutilised dwellings that are now short term rentals, particularly in tourism destinations
- There is a strong correlation between high house prices and holiday

homes across the region

- The decrease in the number of available rental properties means key workers are less likely to access suitable rental properties within the region
- The increase in median rent indicates a lack of supply of rental properties across the region
- A portion of each LGA's workforce is travelling large distances for employment
- The cost of developing land and buildings in some locations is such that it does not allow for commercial returns.
- The region has experienced minimal growth in housing stock. New housing supply is greatest in tourism destinations and employment centres i.e. Colac-Otway (+56 dwellings p.a.)

The report identified that affordability of housing is a national concern – dwelling prices across the whole country have grown faster than incomes, particularly since the mid 1990s.

Prices have risen rapidly in all Australian major cities and most regions, although there are variations from year to year.⁴ Average prices of dwellings have increased from about two to three times average disposable income in the 1980s and early 1990s to about five to eight times more recently.⁵

However, as the region's population continues to increase, and the disparity in growth between housing prices and wages endures, the number of lower income households (including many key worker households) unable to access affordable and suitable housing is forecast to continue to rise.

But the ageing Australian population has concealed a greater fall in home ownership rates during the past 20 years for all but the oldest households. Younger Australians have always had lower incomes and accumulated savings, hence lower home ownership rates. But between 1981 and 2016 home ownership rates among 25–34 year olds fell more than 60 %⁶.

Consequently, without intervention, home ownership rates are unlikely to bounce back over time. The fall in home ownership rates across segments is having a fundamental impact on the price and availability of rental dwellings. Traditionally, those age groups that would have purchased dwellings are now staying in rental

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properties, forcing up demand for rentals and the price. This, in turn, has made private rental unaffordable for low and moderate income earners, including many key workers, and the inability to obtain housing that is appropriate and affordable

A diverse range of dwelling types, tenures and price points distributed across towns in the Great South Coast and Barwon region is essential to ensure that all parts of the community can access housing that is appropriate to their needs and affordable within their household income.

The main barriers to key workers accessing suitable, affordable housing across the wider region include:

- Availability and cost of housing
- Quality of housing
- Impacts of seasonal demands on the availability of housing
- Shortage of permanent rental housing stock

3.3 WHAT THIS MEANS FOR COLAC

Colac was identified as a moderate growth regional service centres (with the following characteristics and housing needs:

- Moderate population and jobs growth
- A current gap in housing for higher quality dwellings and medium density dwellings suited to workers on higher wages from the health care and professional service sectors
- Housing for temporary workers
- Workers:
 - Construction
 - Retail
 - Accommodation and food services
 - Healthcare and social services
 - Education
 - Manufacturing/labour.

Colac is the centre of commerce for the Shire and would be considered a moderate growth centre. Colac has significant industries including Bulla Dairy Foods, AKD Softwoods and the Australian Lamb Company. It also has a number

of medical workers at the Colac Area Health facility, which includes hospital, aged care and community care services. Colac requires higher quality dwellings, medium density dwellings and some housing for temporary workers in the region.

In the Shire, 75% of dwellings are owned and 22% rented versus 29% rented across Victoria. The decrease in the number of available rental properties means key workers are less likely to access suitable rental properties within the region. The lack of rental properties leads to an increase in the price of rentals and general unaffordability of housing for key workers. The town planning approvals for new dwellings between 2014 and 2019 was 621, an average of 124 per year.

Colac Otway Shire housing is predicted to grow from 11,639 in 2016 to 12,620 in 2036.¹⁴ Colac Otway saw growth in house prices from \$215,000 in 2008 to \$345,000 in 2018. The medium rent has grown from \$214 per week in 2013 to \$324 in 2018. The number of dwellings available for long-term rent has fallen from 542 in 2013 to 321 in 2018. The falling number of dwellings available for rental, together with population growth, indicates that there is a lack of supply of rental properties.

The Colac Otway Shire population forecast for 2020 was 21,855 and is forecast to grow to 26,756 by 2041. Over the period 2006-2016, the Shire saw falls in the percentage of population aged between 30-49 and significant growth in those aged 60 plus. Those aged 60 plus are predicted to be the fastest growing group in the future.

From March 2018 to March 2019, the unemployment rate in Colac Otway fell from 5.8% to 4.8%. The large industry employers in the Shire are agriculture, forestry and fishing, healthcare and social services, retail, manufacturing, accommodation and food services. In the period from 2006-2016, the growth in employment was in professional, scientific and technical services and healthcare and social assistance. The ageing population means that community and personal service workers are expected to grow in number to meet projected need.

The key issues facing Colac Otway Shire were identified as:

- The region has experienced minimal growth in new housing stock compared with population growth
- There is a high proportion of unoccupied and underutilised dwellings that are now short-term rentals particularly in tourism destinations
- The decrease in the number of available long-term rental properties means key workers are less likely to access suitable rental properties

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within the region

- The increase in median rent indicates a lack of supply of rental properties across the region
- A portion of each of the Barwon South West region LGA's workforce is travelling large distances for employment.

The key workers and housing needs identified for Colac were identified as:

- Construction
- Retail
- Accommodation and food services
- Healthcare and social assistance
- Education
- Manufacturing/labour

The identified dwelling requirements were:

- Higher quality dwellings and medium density dwellings suited to workers on higher wages from healthcare and professional service sectors
- Lower cost smaller dwellings to support workers in achieving housing
- Dwellings for temporary workers

4 AFFORDABLE HOUSING DELIVERY MODELS

This section of the report outlines the various affordable housing models that can be considered to increase affordable housing within a municipality. They can be summarized as:

Affordable purchase. This is a form of price controlled purchase housing that is accessible to purchase by those on defined incomes. So far, only South Australia has fully recognised that affordable housing purchase as a mechanism of providing affordable housing. The key principles of affordable purchase models are as follows:

- The dwelling must be offered for sale at or below a nominated 'affordable' price
- The dwelling must be offered for sale to eligible buyers
- The discount for affordable housing for the first purchaser is preserved for future purchasers.

In Victoria, The Nightingale housing model has a transparent process to documenting land purchase and development costs and, the purchase price is based on the development achieving a return of 15 per cent.

The price of housing in the Nightingale model is not always 'affordable' as defined for example under Victorian Government's definition (although some of the projects under this model do have an explicit affordable housing component). However, it is delivering 'high value for money' housing by reallocating the cost-savings associated with removing items such as car-parking, marketing costs, etc. into other design and building features. However, the principles of price control for the first and subsequent purchasers is established.

Under this model there is a system of controlling purchase price as well as mechanisms to prevent the first purchaser having a windfall gain at the expense of future owners. Title covenants have been developed that provide a formula for the resale of the property. The model recognises capital growth for each progressive

purchaser/seller and it also recognises that the market opportunity provided to the first purchaser should be transferred.

Shared equity. These arrangements cover the range of products, schemes and initiatives that enable the division of the value of a dwelling between more than party. The essential feature of shared equity models is that the buyer shares the capital cost of purchasing a home with an equity partner, thereby permitting households to buy a home with lower income levels than would otherwise be required. In simple terms, this umbrella term is used to encompass government-backed and private sector-led schemes based on arrangements whereby the purchaser enters into an agreement with a partner to share the cost of purchasing a property.

Build to rent. Developers and their financiers build multi-unit buildings and instead of selling the units, retain them to let to tenant households. Rents may be set at market rent or, for affordable and social housing, at an appropriate discount to market rents. The NRAS was a build to rent model.

Rent to buy. The homes are offered at a fixed (sometimes below market) rent for a minimum of five years and let on assured short-hold tenancies for a fixed term. The model being adapted in Australia is that, after five years of renting, the tenant has first option to purchase the dwelling at price agreed at the commencement of the 5 years. If the tenants don't want to buy, the landlord can retain the property as rented housing or sell it on the open market.

Community Land Trust. The land upon which the dwelling is located is held in a Trust. The land is provided as a long term lease to home owners who pay a peppercorn lease on the land and only have to seek finance for the dwelling being delivered (not the land and dwelling). Alternatively, the land is held in a Trust for a NFP or Private company to develop dwellings, again finance only needs to be sought for the built form and not the land – the savings are reflected in lower rents or purchase prices.

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Social housing. This is owned by a state government or by a community housing organisation. Community housing organisations are not-for-profit corporations that own and/or manage community housing and are registered by Federal and/or state housing regulators. Housing Associations and Providers are independent companies that are overseen by a skills-based board.

Tier 1 Housing Associations are seen by government as organisations that:

- Own, manage and develop affordable rental housing
- Provide housing support and assistance to clients
- Are viable businesses, partnering with government and the community
- Have met registration criteria and meet ongoing regulatory compliance against performance standards.

NDIS/SDA. Housing for NDIS participants has three elements, housing, planning and support. All three elements are required for a successful outcome. There is a clear delineation of responsibility with the NDIA being responsible for the SDA and the relevant state governments/agencies will be responsible for the balance being support and planning.

Each of these models is discussed in greater detail in Attachment 1.

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5 WHAT IS HAPPENING ELSEWHERE?

The following is an overview of some of the range of affordable housing expressions of interest being sought within existing or proposed planning controls or strategy documents elsewhere across Victoria

City of Port Phillip – Inkerman Street

In 1994, as a result of the local government amalgamation process combining the former Cities of Port Melbourne, South Melbourne and St.Kilda, the new City of Port Phillip owned three municipal depots. The St. Kilda municipal depot site became surplus to Council's requirements. The site comprised 1.223 ha. At the corner of Inkerman and Greeves Streets in the heart of a high density, mixed use part of St. Kilda, an inner urban area of Melbourne. In 1996 the City of Port Phillip resolved to use the site for a community housing project under the City of Port Phillip Housing Program and resolved to investigate how such a project could be undertaken. As the site was relatively large with a high development potential (up to about 194 units/ha.), the site provide too large for community housing alone and unaffordable for traditional grant funding through a joint venture with the State housing authority. Consequently, it was decided to investigate a public-private partnership to provide mixed community-private housing and transfer the commercial/development risk to a private developer. Project objectives were prepared whereby Council would exchange the site with a developer in return for the following:

- The provision of 28 community housing units by a developer mixed within the private housing without Council having to pay for their construction costs and the Department of Human Services-Office of Housing has acquired 3 social housing units that are also mixed within the private housing. Totalling 32 social housing units comprising 12 % of total units;
- High quality urban design, architecture and integrated art will establish the project as a demonstration project for private developers and lift the benchmarks for private medium and high density residential development. This includes the recycling of the 3 level, 20th. Century architecturally significant former 'Destructor' Building ; and
- Best practice environmentally sustainable design features, both passive

and active, which also establish the project as a demonstration project amongst private developers and lift the benchmarks for private medium and high density residential development.

In return for meeting these Council objectives, the developer was able to develop the balance of the development's units for private housing and profit from the sales proceeds.

City of Whitehorse – Bruce Street

The City of Whitehorse (Council) had three aging and deteriorating hostels for aged residents. It had sought numerous solutions to redeveloping the sites but was unable find an economic solution. Council then resolved to place a piece of it owned for development for social and private housing to replace the hostels. Council undertook an Expression of Interest and Request for Proposals process to seek a Housing Association, with Developer to undertake the redevelopment of the car park at Bruce Street Box Hill for the provision of a minimum 50 social housing dwellings at no cost to Council. Council achieved 70 social housing units and 224 private units. The Housing Association, Housing First and their developer partnered MAB Corporation were the successful party and contracts have been entered into for the sale of the land (at minimal cost) and the development of the site. In addition, a planning permit has been issued for the site.

City of Banyule – Bellfield

Council acquired the former Bellfield School and with the land committed to the delivery of social housing on land adjacent to the proposed Bellfield Community Hub and relocated Community Garden. A minimum of thirty dwellings will be built. Council will offer a long term (up to 50 years) ground lease at a nominal rent to a community housing provider who will fund, manage the construction, secure tenants and collect rental income.

This development is considered a high priority for Council and is an opportunity for community housing providers to partner with Council to deliver high quality built form, which integrates with the surrounding environment, while delivering on

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critical social housing outcomes for the local community. Council has entered a long term ground lease with Launch Housing.

City of Knox – Stamford Park

The City of Knox identified surplus Council land adjoining the decommissioned Kingston Golf Course (which had been sold to Pask Group for development). Council undertook an Expression of Interest and Request for Proposals process to seek a Developer to undertake the development of site. One of the key Project Requirements is for the provision of a minimum of 5% of all lots for social housing.

Stockland is the developer of Stamford Park. Stockland has entered contracts with the City of Knox to deliver a unique residential precinct at Stamford Park. Stockland agreed a process with the City of Knox to select a Registered Housing Association or Provider through an Expression of Interest process – seeking a Housing Association who would partner in delivering the affordable housing dwellings for members of the Knox community. The dwellings are being purchased by Housing First for 20% of the market value.

City of Moreland – Coburg Precinct

The City of Moreland identified an opportunity on Council carparking land in Coburg. A number of sites were identified for development potential. Council undertook an Expression of Interest and Request for Proposals process to seek a Developer to undertake the development of site through a Joint Venture model.

Council requests to be included in the development were – replacement of the public car parking, 20% affordable housing gifted to a housing association, carbon neutral. The relationship with the chosen developer broke down as the project was not commercial or economic.

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6 OPTIONS OVERVIEW

6.1 OVERVIEW

The Key and Essential Workers Housing Action Plan identified that Colac required

- Higher quality dwellings and medium density dwellings suited to workers on higher wages from healthcare and professional service sectors
- Lower cost smaller dwellings to support workers in achieving housing

Further it identified that the key workers and housing needs identified for Colac were identified as:

- Construction
- Retail
- Accommodation and food services
- Healthcare and social assistance
- Education
- Manufacturing/labour

6.2 TENURE REQUIREMENTS

Section 4 of this report outlined that the tenure types for affordable housing. TO meet the needs of the groups requiring housing the following housing should be considered:

Table 4 – Housing tenure to meet Colac identified needs

Tenure	High quality/Medium Density	Lower cost/small dwellings
Affordable by design	☑	☑
Affordable Purchase	☑	☑
Shared Equity	☒	☑

Tenure	High quality/Medium Density	Lower cost/small dwellings
Build to rent	☑	☑
Rent to buy	☑	☒
Social Housing	☒	☑

Council will be seeking to sell the land via a competitive process. TO ensure that the process is competitive a major consideration is the ready commercial availability of many of the tenures without Government support. On this basis it is recommended that Council pursue the following options:

- Affordable by design
- Affordable purchase
- Build to rent
- Social housing

The Key and Essential Workers Housing Action Plan also identified key workers for Colac. In considering housing tenures Council needs to be aware that some of the housing will be unachievable for those on lower incomes. The key consideration relating to purchase capacity is the requirement for low- to moderate-income earners to obtain finance from a financial institution. In general, the existing requirements for a potential purchaser who is at, or above the 50 per cent of income earners include:

- Steady savings pattern for 12 months
- Funds to service all purchase costs (stamp duty, insurance, rates and conveyancing)

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- A minimum deposit of 10 per cent of value

However, for potential individual purchasers who earn below the 50 per cent income benchmark (generally considered \$52,000), financial institutions require:

- A steady savings pattern for 18-24 months
- Funds to service all purchase costs (stamp duty, insurance, rates and conveyancing)
- A minimum deposit of 20-25 per cent of value
- Full-time employment history of five years.

It is reasonable to argue that it is exceptionally unlikely that a person earning less than \$52,000 per year is in the market to purchase.

On this basis and considering the award wages of the groups the following tenures would be available to key workers:

Table 5 - Tenure type for key workers

Industry	Tenure			
	Affordable by design	Affordable purchase	Build to rent	Social housing
Construction	✓	✓	✓	✗
Retail	✗	✓	✓	✓
Accommodation and food services	✗	✓	✓	✓
Healthcare and social assistance	✓	✓	✓	✗
Education	✓	✓	✓	✗

Manufacturing/labour	✗	✓	✓	✓
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It is noted that a Housing Association will be able to cater for both build to rent and social housing outcomes. Equally developers will be able to cater for both the affordable by design and affordable purchase.

6.3 DEVELOPMENT OPTIONS

Council is seeking affordable housing outcomes as a part of the sale process of the Bruce Street land. It has agreed to a Deliberative Development approach where, the housing project is driven/influenced by affordable housing outcomes in contrast to speculative development where the design of dwellings is geared to what best suits the highest outcome in the market. This would require Council to establish its desired outcomes and then seek a partner.

The Expression of Interest (EOI) process needs to be explicit on the outcomes that Council is seeking in relation to matters concerning affordable housing. This should include:

1. Council is seeking a nominated percentage of the dwellings to be delivered via a housing association who would own and operate the housing as long term rental for key workers in Colac. The identified key workers industries requiring housing in Colac are:
 - Construction
 - Retail
 - Accommodation and food services
 - Healthcare and social assistance
 - Education
 - Manufacturing/labour

Residents should pay no more than 30% of their income or 75% of market rent for the properties.

2. Council is seeking a nominated percentage of dwellings to be delivered as affordable purchase and affordable by design. Council will consider high quality medium density outcomes. The housing cost is to be at no more than 30% of the households income.

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So, what does this mean in terms of affordability and pricing for housing. The table below outlines what 30% of income represents for rental or mortgage payments, in \$5,000 increments.

Table 6 Housing cost and incomes based on low to moderate income ranges on \$5,000 increments

Income (\$)		Housing cost @ 30% of income (\$)		
Per week	Per annum	Per week	Per month	Per annum
577	30,000	173	750	9,000
673	35,000	202	875	10,500
769	40,000	231	1,000	12,000
865	45,000	260	1,125	13,500
962	50,024	289	1,251	15,007
1,058	55,016	317	1,375	16,505
1,154	60,008	346	1,500	18,002
1,250	65,000	375	1,625	19,500
1,346	69,992	404	1,750	20,998
1,442	74,984	433	1,875	22,495
1,538	79,976	461	1,999	23,993
1,635	85,020	491	2,126	25,506
1,731	90,012	519	2,250	27,004
1,827	95,004	548	2,375	28,501
1,923	99,996	577	2,500	29,999
2,019	104,988	606	2,625	31,496
2,115	109,980	635	2,750	32,994
2,212	115,024	664	2,876	34,507
2,308	120,016	692	3,000	36,005
2,404	125,008	721	3,125	37,502

6.4 SUGGESTED PERCENTAGES

A key element of successful integration of affordable housing into any development is that it is indistinguishable from all the other housing – known as tenure blind. Two elements prove to be successful in achieving tenure blindness:

- The designs including use of materials and colors
- The percentage of the affordable housing being more than tokenistic

The first element can be managed through the town planning process. The second element needs Council to make a decision on what it will require. The most successful integration projects (Inkerman and Bruce Street) have between 10 and 20% affordable housing in different tenures. Council may wish to consider:

- Rental properties being 10% (via a Housing Association)
- Affordable purchase being 10%

7 EOI PROCESS

The Expression of Interest (EOI) process needs to be explicit on the outcomes that Council is seeking in relation to matters concerning affordable housing.

For example, a mandatory criteria maybe:

Council seeks that 10% of the dwellings are provided as two and three bedroom dwellings for a Registered Housing Association to rent to key workers who have a key worker role in Colac. Council has defined a key worker as

The company applying for the role of developer should be asked to provide the following:

- The experience of the developer in working with or on a development of type, scale and environment envisaged
- The experience of the developer in delivering affordable housing in an integrated tenure blind manner
- The specific people to be engaged in development; their experience (particularly in relation to the affordable housing mentioned for the above criterion), expertise and nominated tasks; how they will be managed and coordinated. Consideration has to be given to the RHA recognition of their responsibility to the development process
- A statement on understanding of the issues surrounding the particular affordable housing and tailoring the sequence of activities to ensure that the desired outcome is achieved. Having identified critical key worker groups and their ability to reach and house these groups. The ability to effectively communicate key activities and steps to be performed.
- A demonstration that the RHA has a commitment to Colac, the region and awareness of the need to growth, and having considered the particular issues around housing the key workers. This may also include timing issues relevant opportunities for growth, and these might be applied

- Demonstrated ability to of the developer for efficient delivery, are supportive of the needs of Council, contribute to the strategic direction and creation of a high quality environment
- Demonstrated ability to develop, design and deliver housing that meets the need and is supportive of the needs of the various building occupants, contribute to the creation of a high quality environment, are efficient to operate and maintain
- Transactions between Government, Not for Profits and Private Organisations (excluding Nation Building)
- Registration – copy of registration as a Housing Association
- Financial Statements

For the purposes of this document, it suggested that Registered Housing Associations (RHA) be provided with the opportunity as well as developers.

It is proposed that Council would establish a selection panel that would review, and rank submissions based on an agreed common criteria and established scale of meeting requirements.

The following pages outline the suggested criteria for review, ratings and weighting.

It is proposed that each member of the selection panel individually review and assess each respondent's response to the weighted criteria. Each criterion will be rated between 0 and 5 in accordance with the following tables.

Scale 0 - 5

0	Poor	Did not address the criteria
1	Inadequate	Insufficient or unclear information
2	Acceptable	Partially meets the criteria
3	Good	Meets the criteria but with some deficiencies
4	Very Good	Meets the criteria and no deficiencies
5	Excellent	Greatly exceeds criteria

Description of the score

0	Inadequate or non-appropriate offer, many deficiencies but does not meet the criteria	Unacceptable high risk to Council
1	Marginal offer, some deficiencies partly meets the criterion	High risk to Council
2	Fair offer, few deficiencies, almost meets criterion	Medium risk to Council
3	Good offer, no deficiencies meets the criterion	Medium to low risk to Council
4	Very Good offer, exceeds criterion	Low risk to City of Council
5	Outstanding offer, greatly exceeds criterion	Very low risk to Council

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7.1 GUIDE TO WEIGHTING CRITERIA

Panel members will individually review and assess each applicant's response to the weighted criteria.

Criteria	Guide to Scoring	
The experience of the developer in working with or on a development of type, scale and environment envisaged	0	Vague and unsupported by documentation/No information on similar experience
	1	Vague and standard company information
	2	Supported by standard documentation/pro forma information on similar developments
	3	Similar development experience
	4	Many similar experiences in dealing with or managing developments of similar size and scale
The experience of the developer in delivering affordable housing in an integrated tenure blind manner	0	Vague and unsupported by documentation/No information on similar experience
	1	Vague and standard company information
	2	Supported by standard documentation/pro forma information on similar developments
	3	Similar development experience
	4	Many similar experiences in dealing with or managing developments with affordable housing
	5	Majority of work is with in dealing with or managing developments with affordable housing

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Criteria	Guide to Scoring	
The specific people to be engaged in development; their experience (particularly in relation to the affordable housing mentioned for the above criterion), expertise and nominated tasks; how they will be managed and coordinated. Consideration has to be given to the RHA recognition of their responsibility to the development process	0	Vague and unsupported by documentation/No information on the diversity of skills or similar experience
	1	Vague and standard CV's /Limited information on the diversity of skills or similar developments
	2	Supported by standard documentation/pro forma information on the diversity of skills and one example of experience
	3	Staff provided but contain motherhood statements /Some diversity of staff and experience
	4	Staff provided/have the required skills and criteria
	5	Commitment by senior staff to personally manage the development in a strategic in working for all and representing their interests demonstrated
A statement on understanding of the issues surrounding the particular affordable housing and tailoring the sequence of activities to ensure that the desired outcome is achieved. Having identified critical key worker groups and their ability to reach and house these groups. The ability to effectively communicate key activities and steps to be performed.	0	Vague and unsupported by documentation/No information on the methodology
	1	Vague and standard information /Limited information on the methodology and how it would work for Council
	2	Supported by standard documentation/pro forma information on the methodology but no attempt to tailor for Council
	3	Methodology provided but contains motherhood statements /Some Attempts to tailor for Council circumstances
	4	Methodology provided and tailor for Council circumstances
	5	Methodology provided/ strategic understanding of how to manage Council risks and opportunities and achieve a better program outcome.

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Criteria	Guide to Scoring	
A demonstration that the RHA has a commitment to Colac, the region and awareness of the need to growth, and having considered the particular issues around housing the key workers. This may also include timing issues relevant opportunities for growth, and these might be applied	0	Vague and unsupported by documentation/No information on the opportunity for a growth program
	1	Vague and standard information /Limited information on the opportunity for a growth program
	2	Supported by standard documentation/pro forma information on the on the opportunity for a growth program, but no attempt to tailor for Council
	3	Program opportunities provided but contains motherhood statements /Some Attempts to tailor for Council circumstances
	4	Program growth opportunities provided and tailor for Council circumstances
	5	Program provided/ strategic understanding of how to manage Council risks and opportunities and achieve a better program outcome.
Demonstrated ability to of the developer for efficient delivery, are supportive of the needs of Council, contribute to the strategic direction and creation of a high quality environment	0	Vague and unsupported by documentation/No information on the governing knowledge demonstrated
	1	Vague and standard information /Limited information on the governing knowledge demonstrated
	2	Supported by standard documentation/pro forma information on the governance knowledge, but no attempt to tailor for Council
	3	Governance knowledge provided but contains motherhood statements /Some Attempts to tailor for Council circumstances
	4	Governance knowledge provided and tailor for Council circumstances
	5	Program provided/ strategic understanding of how to manage Council risks and opportunities and achieve a better governance outcome.

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Criteria	Guide to Scoring	
Demonstrated ability to develop, design and deliver housing that meets the need and is supportive of the needs of the various building occupants, contribute to the creation of a high quality environment, are efficient to operate and maintain	0	Vague and unsupported by documentation/No information on the development knowledge demonstrated
	1	Vague and standard information /Limited information on the development knowledge demonstrated
	2	Supported by standard documentation/pro forma information on the development knowledge, but no attempt to tailor for Council
	3	Development knowledge provided but contains motherhood statements /Some Attempts to tailor for Council circumstances
	4	Development knowledge provided and tailor for Council circumstances
	5	Development methodology provided/ strategic understanding of how to manage for Council.
Transactions between Government, Not for Profits and Private Organisations (excluding Nation Building)	0	No experience
	1	One experience in Transactions between Government and Not for Profit ("NFP") and financiers/developers
	2	Two experience in Transactions between Government and NFP and financiers/developers
	3	Limited experience in Transactions between Government and NFP and financiers/developers
	4	Some experience in Transactions between Government and NFP and financiers/developers
	5	Repeat experience in Transactions between Government and NFP and financiers/developers over several recent projects
Affordable Housing	Mandatory	

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Criteria	Guide to Scoring
Insurance	Mandatory - Details provided and current
Financials	Mandatory - Details provided
Compliance	Mandatory - RHA is compliant with the Housing Registrar and meets a minimum compliance score to be nominated.

7.2 WEIGHTING

The following is the suggested weighting. Council should decide its preferred weighting based on achieving its clearly defined outcomes for the site.

Table 7 - Suggested EOI weightings

Criteria	Weighting
The experience of the developer in working with or on a development of type, scale and environment envisaged	10
The experience of the developer in delivering affordable housing in an integrated tenure blind manner	15
The specific people to be engaged in development; their experience (particularly in relation to the affordable housing mentioned for the above criterion), expertise and nominated tasks; how they will be managed and coordinated. Consideration has to be given to the RHA recognition of their responsibility to the development process	5
A statement on understanding of the issues surrounding the particular affordable housing and tailoring the sequence of activities to ensure that the desired outcome is achieved. Having identified critical key worker groups and their ability to reach and house these groups. The ability to effectively communicate key activities and steps to be performed.	20
A demonstration that the RHA has a commitment to Colac, the region and awareness of the need to growth, and having considered the particular issues around housing the key workers. This may also include timing issues relevant opportunities for growth, and these might be applied	15
Demonstrated ability to of the developer for efficient delivery, are supportive of the needs of Council, contribute to the strategic direction and creation of a high quality environment	20

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Criteria	Weighting
Demonstrated ability to develop, design and deliver housing that meets the need and is supportive of the needs of the various building occupants and visitors, contribute to the creation of a high quality environment, are efficient to operate and maintain.	10
Transactions between Government, Not for Profits and Private Organisations (excluding Nation Building)	5
Registration – copy of registration as a Housing Association	Mandatory
<p>Insurance</p> <p>Please provide the information as indicated below on your company's insurance arrangements.</p> <p><input type="checkbox"/> Name of Insurer</p> <p><input type="checkbox"/> Policy Number(s)</p> <p><input type="checkbox"/> Expiry Date</p> <p><input type="checkbox"/> Limit of Liability.</p>	Mandatory
<p>Compliance</p> <p>Acknowledgement that the consultant is prepared to sign the Contract</p>	Mandatory
<p>Financial</p> <p>Financials provided and RHA is verified as financially able by an independent body such as (Corporate Score Card)</p>	Mandatory

8 ATTACHMENT 1 – DETAILED AFFORDABLE HOUSING

8.1 AFFORDABLE PURCHASE

The challenge for developers seeking to deliver new housing is to be able to achieve sale prices that support an acceptable return on development costs.

Rarely a developer has the straight equity (cash) to undertake a development without seeking finance. It is the need to satisfy the financiers requirements generally being, in the current financial environment, for a development project:

- 65 per cent debt/35 per cent equity (developers on money)
- Return or profit of 20 per cent before overheads and corporate costs
- 70 per cent presales contracts on residential (of which only 30 per cent can be to overseas buyers)
- 70 per cent plus sales or lease on commercial/retail components.

Most costs are relatively fixed as a proportion of development costs. These include:

- Design costs.
- Construction costs.
- Statutory authority charges.
- Finance costs.

The variable cost factor is the price paid for the land. Just about all affordable housing outcomes require a subsidy and in providing affordable housing, the developer will remove the subsidy cost of supplying the affordable housing from the cost paid for the land.

The only capacity available, in a commercial development model, to achieve a dwelling at an affordable price is for there to be a discount to the price of the land.

Once a policy setting is made by Councils as to affordable housing inclusions, the land that is developable will be adjusted in value to allow for the affordable housing to be delivered as a cost of the land value.

The key consideration relating to purchase capacity is the requirement for low- to moderate-income earners to obtain finance from a financial institution. In general, the existing requirements for a potential purchaser who is at, or above the 50 per cent of income earners include:

- Steady savings pattern for 12 months
- Funds to service all purchase costs (stamp duty, insurance, rates and conveyancing)
- A minimum deposit of 10 per cent of value
- A full-time employment history of five years.

However, for potential individual purchasers who earn below the 50 per cent income benchmark (generally considered \$52,000), financial institutions require:

- A steady savings pattern for 18-24 months
- Funds to service all purchase costs (stamp duty, insurance, rates and conveyancing)
- A minimum deposit of 20-25 per cent of value
- Full-time employment history of five years.

It is reasonable to argue that it is exceptionally unlikely that a person earning less than \$52,000 per year is in the market to purchase because they will have considerable difficulty in raising finance.

This places individuals/lone households in Geelong who qualify for affordable housing in a position where the purchase of a dwelling is unachievable without considerable subsidy. Equal consideration should be given to the size and needs of the households. The demographics of the shire clearly indicate that diverse housing types should be considered such as one and two bedroom apartments and smaller homes.

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8.2 SHARED EQUITY

Shared equity arrangements cover the products, schemes and initiatives that enable the division of the value of a dwelling between more than one party. The essential feature of shared equity models is that the buyer shares the capital cost of purchasing a home with an equity partner, thereby permitting households to buy a home with lower income levels than would normally be required. In simple terms, this umbrella term encompasses government-backed and private sector-led schemes based on arrangements whereby the purchaser enters into an agreement with a partner to share the cost of purchasing a property. This approach is considered because:

- Compared with conventional mortgage arrangements, shared equity can enhance affordability for homebuyers by reducing both deposit requirements and ongoing housing costs
- It may provide mortgage lenders with opportunities to expand into new markets and offer equity investors a more flexible opportunity to invest in residential real estate other than through direct investment
- More broadly, shared equity approaches can contribute to policy reform and offer a means of leveraging in more, and more appropriate, forms of affordable housing. To achieve this outcome, equity investment is required.

Inevitably, these benefits have risks associated with them, and the viability and relative attractiveness of shared equity depends upon favourable financial and housing market contexts.

Shared equity initiatives are closely integrated within and connected to the housing markets in which they operate. Individual and community equity schemes relate to and depend on housing market contexts in different ways; the nature of this relationship acts as a defining characteristic between them.

Community equity arrangements seek to preserve affordability over time within the housing stock and, arguably, a distinct sub-market would be established tied to that supply.

If and when residents move home, then issues regarding the interface between scheme and market at the time of exit will have an impact on options available for mobility in the market.

Individual equity arrangements have a more explicit link to the market context in which they operate. In effect, they seek to work within the parameters of market values and aim to assist households meet those values.

These concepts are outlined in this diagram:

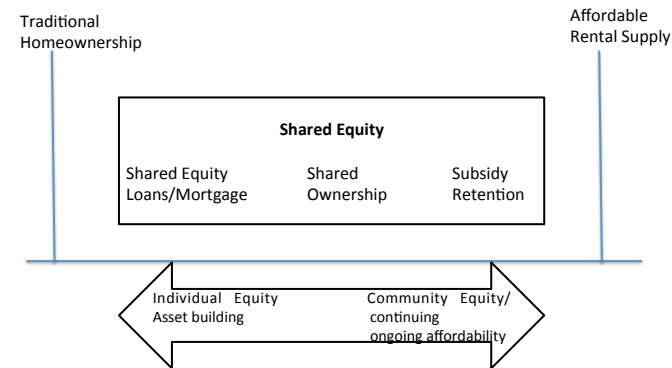


Figure 2- Shared equity – market positioning

8.3 BUILD TO RENT

Build to rent is the process whereby developers and their financiers build multi-unit buildings and, instead of selling the units, retain them to let to tenant households. Rents may be set at market prices or, for affordable and social housing, at an appropriate discount to market rents.

The ABS defines “private rental housing” and “renter: private landlord” as an economic relationship between a household and landlord; that is:

“... a household paying rent to a landlord who is a real estate agent; a parent or other relative not in the same household; or another person not in the same household”. (ABS, 2017b).

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The profile of build to rent mostly tends towards apartments, small households and people on lower incomes, but the degree of difference between build to rent and the broader housing system varies between household incomes and locations.

Build to rent is an established practice in both the UK and the US, but has yet to be fully taken up in Australia. However, it is understood that the Federal Government is investigating Build to Rent Schemes and that the Federal opposition has noted that it will continue to support a build to rent model, for institutional investment. The Federal opposition noted it would seek a model that will offer either a tax incentive or subsidy to provide properties at a discounted rent to eligible renters (eligibility will be defined via income ranges). It is also noted that the Property Council and Urban Development Institute are both supportive of such models and have commenced a campaign for consideration with the Federal Government.

Systems

Private

There are two scenarios to be considered with the Private Build to rent, one is the institutional investor that will build a whole building for 100% build to rent as discussed above, the other option to be considered is the developer who retains or sells a portion of the dwellings to be rented at a below market rent to eligible renters.

The other is a model the Inner Councils within Melbourne Councils are considering, a model developed by Robert Pradolin (Prads model). The rent would charge at 75 per cent of market rent of the local area being either the LGA or ABS Geographic Statistical Division. Renters would be those defined as low to moderate income earners, on the basis of the legislative framework. The maximum return the investor would get would be 75 per cent of the full market rent. The affordability would remain on the dwellings for the economic life of the building (usually 25 years).

To entice an Australian investor to purchase a dwelling that has a discounted rent, the purchase price would also need to be discounted proportionately. Typically, this would be about 20 percent of the purchase price.

The ongoing affordability aspect of this model would be managed via a caveat agreement on title.

The developer would be expected to select a Housing Association/entity to administer the rentals and associated reporting.

Management

The consideration in any future build to rent scheme would be management of the properties. Council may consider that a Registered Housing Association must manage them. However, a private rent to build could have an entity such as a registered real estate agent manage. The key considerations for Council are:

1. The need to be satisfied that the organization has demonstrated experience and has a proven track record in managing affordable housing and tenancies in an integrated development.
2. That the tenancy and property managers assigned to the dwellings are trained and have experience in managing client groups in an integrated development.
3. That the Entity has the capability to undertake all the reporting requirements that may be necessary in any restrictions on title.

8.4 RENT TO BUY

In Australia, rent to buy describes a private vendor (i.e. non-government) scheme whereby a tenant pays rent and the costs associated with an option to buy the rental property in the future (usually at an inflated "future" price to cover anticipated property price rises) from the vendor. The rent to buy contract requires the tenant to source finance from a bank or other mainstream lender so as to buy out the vendor at a determined future date.

The Consumer Action Law Centre identifies that tenants are usually lower-income householders who are not able to get a loan from a mainstream bank or credit society because they don't have a large enough deposit, can't afford the mortgage repayments or have a poor credit history.

Australian Mirror of UK

The key to a successful implementation of a rent to buy scheme will be to ensure that the tenant has the financial capacity to enter into such a transaction. With

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Australia's state-based income levels, such a scheme's implementation could prove difficult. In most instances, for a single person the minimum would be \$52,000 per year but more likely in this instance, it would be appropriate as a commencement benchmark; that is more likely for individuals earning closer to \$60,000 per annum and households at \$100,000.

To date, there have been no replicable models in Australia. However, with the MAKE/Assemble model now being implemented – and containing encumbrances concerning the inflationary growth of the property during the rent period, the rent being at or below market and the option to purchase being fair and reasonable – it is a model that could be considered.

The MAKE/Assemble model provides a market niche that allows it to be considered, as the potential purchasers initially enter a residential tenancy on an apartment that they may consider purchasing some five years later. An option to purchase is entered into at the time of the residential tenancy agreement. However, the option is also available for the tenant/purchaser to opt out at any point during the tenancy.

The key investment factors for consideration in a rent to buy scheme such as the MAKE/Assemble model are:

- Sizable investment opportunities and product base. The model is easily replicable across inner and middle ring suburbs in major cities
- Active asset management
- Potential for development activity.

8.5 SOCIAL HOUSING

All states, excluding Victoria, have endorsed and agreed to the National Housing Regulator. The Regulator manages the compliance and financial readiness of the Registered Housing Entities. The Regulator has the Housing Associations divided into Tier 1, Tier 2 and Tier 3. The division is based upon capacity to grow, financial resources and management of tenancies.

Housing Associations are not-for-profit corporations that own and/or manage community housing and are registered by Federal and/or State Housing Regulators.

Tier 1 Housing Associations are seen by Government as organisations that:

- Own, manage and develop affordable rental housing
- Provide housing support and assistance to clients
- Are viable businesses, partnering with government and the community
- Have met registration criteria and meet ongoing regulatory compliance against performance standards.

Housing Associations have differing rent policies, starting from 25 per cent to 30 per cent of pension income and increasing to 75 per cent of market rent/30 per cent of employment income.

Housing Associations and Providers are usually tax concession charities and, subject to meeting certain requirements, are exempt from income tax, capital gains tax, fringe benefits tax and GST. They may also be exempt from stamp duty, land tax and, in some cases, council rates. Housing Associations may also have Deductible Gift Recipient status, meaning donations to them are tax deductible by the donor.

Housing Associations have financial and operating benefits not available to State housing organisations and private developers, most notably:

- They do not pay GST on the cost of constructing housing
- They have greater flexibility in the sale and re-investment of property
- Their tenants are eligible for Commonwealth Rent Assistance whereas State Government housing tenants are not.

The opportunity offered by a development structure with a Housing Association as a Tax Concession Charity and excluding the GST as a part of the costs, will be a key point in achieving an outcome that is financially sustainable for the development.

Housing Associations can raise debt to purchase dwellings. However, the capacity to raise debt is limited by:

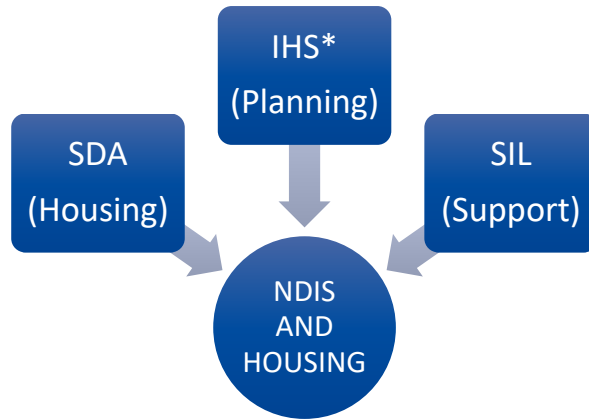
- The tenant profile, as dwellings are leased at a submarket rent and thus income to repay is greatly reduced
- The requirement by financial institutions for the Housing Associations to meet commercial hurdles of two times earnings; that is, they must cover repayments with double the income) to achieve funding. As a consequence, this reduces the amount that can be borrowed.

8.6 NDIS/SDA.

Housing for NDIS participants has three elements, housing, planning and support. All three elements are required for a successful outcome.

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Figure 3- Planning, Support Housing



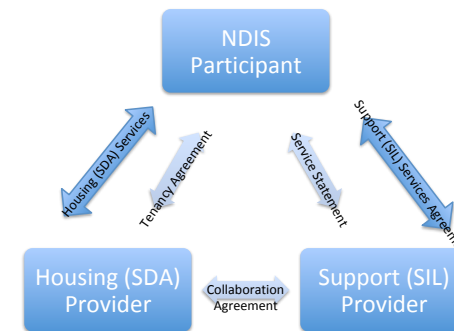
* IHS = Investigating housing solutions – formerly Exploring Housing Options Package (EHOP)

There is a clear delineation of responsibility with the NDIA being responsible for the SDA and the relevant state governments/agencies will be responsible for the balance as part of the housing response (94%). The vast majority of people who have qualified for NDIS will be eligible for social housing and many for priority access. The responses to this challenge are unarticulated in Victoria.

This funding program will support both new and existing stock through commercial and recurrent funding. It will also support the transition to a new market open to investors and providers where NDIS participants (including private providers) can potentially choose housing and support services from different providers.

The separation of housing and support is complicating what was once a simple relationship between a combined support and housing provider and a client – now there is a three way relationship (NDIS participant, support provider and housing provider) all underpinned by agreements relating to both tenancy and services.

Figure 4 – Support and Housing Relationship



SDA funding is between \$4,500 and \$107,000 per person per annum. SDA will fund five categories of design and four types of buildings. SDA is defined (National Disability Insurance Agency (NDIA), 2017, p. 4) as:

“Accommodation for people who require specialist housing solutions, including to assist with the delivery of supports that cater for their extreme functional impairment or very high support needs. SDA does not refer to the support services, but the homes in which these are delivered. SDA may, for example, have specialized designs for people with very high needs or a location or features that make it feasible to provide complex or costly supports for independent living.”

The five categories of housing relate to the Liveable Design Guidelines produced by Liveable Housing Australia.

- Basic Existing housing without specialised design features, but with other important SDA characteristics (e.g. location, privacy, shared supports).

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- Improved Liveability Housing that has been specially designed to significantly improve the 'liveability' for participants with non-physical disabilities (e.g. improved wayfinding, clear lines of sight into other rooms for residents and staff, reduced sensory stimulation, room 'flow').
- Fully Accessible Allows full accessibility for participants with adjustments to improve liveability (e.g. appropriate height of windows and benches).
- Robust Construction Resilient but inconspicuous materials and features which minimise risk to the participant and the community, improve privacy and reduce maintenance costs (e.g. secure windows, doors and external areas, soundproof walls, unbreakable glass, appropriate strength walls, etc.)
- High Support Needs Higher support needs (e.g. wider access and greater allowances for hoists and other equipment).

The four housing types are, apartments, villa/duplex/townhouse, House and Group House.

Housing providers will need to become more engaged with tenants and potentially manage multiple support providers. There is becoming a role for housing providers to have a site co-ordination/facilitation role beyond that of the traditional housing management role. Housing providers need to consider multi-provider sites (i.e. single housing, multi-unit sites and group houses) and that the NDIS participant has a choice. In shared housing, regular collective decision-making may be acceptable – indeed required – due to SIL funding levels (which vary depending on whether it is for a single occupant or a number in shared accommodation).

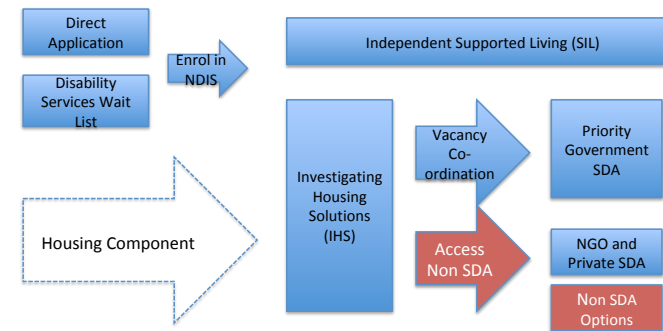
The SDA subsidy, which is recurrent and only paid when the bed is occupied, has been structured to attract commercial investment while eliminating the need for NDIS to fund unused capacity. There is also a 'Reasonable Rental Contribution (RRC)' that can be collected on top of this. The RRC has been set (National Disability Insurance Agency (NDIA), 2017, p. 21) on a similar basis to social housing rental, i.e. at 25% of Disability Support Pension (DSP) plus all Commonwealth Rental Assistance (CRA). This return was framed to be highly attractive to commercial investors. However, the relationship between housing and support and some of the arrangements – such as SDA rates being reset every four years and payments not being made when a room is vacant – signals risks to investors and owners.

Under the NDIS, access to SDA becomes much more complex (in part because the level of disability to access SDA can be higher than the previous benchmark for SSA). That is, not everyone who gets access to Supported Independent Living (SIL) will get Specialist Disability Accommodation (SDA). There is also the

requirement to have explored alternative housing options before accessing SDA.

The party who collects the rent from the tenants and the SDA is the party responsible for the building in which the tenants are housed.

Figure 5 - Flow of housing for NDIS and SDA



URBANXCHANGE**9 ATTACHMENT 2 – OVERVIEW OF AUSTRALIAN DEMOGRAPHICS**

Australian dwelling prices have grown much faster than incomes, particularly since the mid-1990s. Long-term, prices have risen rapidly in all cities and most regions, although there are variations from year to year.² Average prices have increased from about two to three times' average disposable incomes in the 1980s and early 1990s, to about five times more recently³. Median prices have increased from around four times' median incomes in the early 1990s to more than seven times today (and more than eight times in Sydney)⁴.

Population growth is a basic, if often overlooked factor in differences between housing systems. High population growth means that a housing system needs to continuously add new stock, which may have implications for the replacement of old stock; the investment of resources in new supply needs also to be financed and implemented. Volatility in rates of growth may pose challenges for the planning, financing and marketing of housing. All these factors may have implications for the distribution of housing between sectors and between people.

House prices have always been significantly higher in Australia's major cities than in the regions. The location of dwellings in relation to cities, infrastructure and employment is largely dependent on housing prices. The underlying value of the land is directly reflected in the price. While Australia has an abundance of land, there is a limited supply of well-located land, particularly close to the centre of our biggest cities.

Home ownership rose rapidly in Australia in the early 1950s, from about 50 per cent to 70 per cent. Overall home ownership remained around 70 per cent for the next 50 years; a slight decline during the past decade saw it fall to 67 per cent in 2016.

But the ageing of the Australian population has concealed a greater fall in home-ownership rates during the past 20 years for all but the oldest households. Younger Australians have always had lower incomes and less accumulated

savings, hence lower home-ownership rates. But between 1981 and 2016, home ownership rates among 25-34 year olds fell from more than 60 per cent to 45 per cent (see Figure 9). Only some of this is the result of people starting work, forming long-term partnerships, and having children later in life. Ownership of one's own home has also fallen for middle-age households, suggesting that most of the fall in home ownership is due to higher dwelling prices rather than changing preferences for home ownership among the young.

Consequently, without intervention, home ownership rates are unlikely to bounce back over time. For 35-44 year olds, home ownership has fallen fast – from 74 per cent in 1991 to around 62 per cent today – and home-ownership is also declining for 45-54 year olds. These trends are expected to translate into a 10-percentage point fall in home-ownership rates for over-65s by 2046.

² Stapledon (2012).

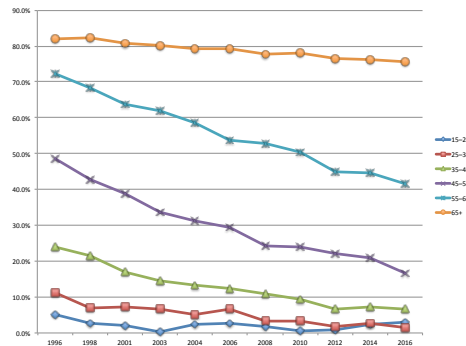
³ C. Kent (2013); Ellis (2017a); and Fox and Finlay (2012).

⁴ The median dwelling price compared with median household disposable income is the best price-to-income measure, but median measures are often not as readily available as

average measures: CoreLogic (2016). Other price-to-income measures are even higher due to differences in measuring incomes and prices (for example, Demographia (2017) calculates Sydney has a price-to-income ratio of 12).

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Figure 6 - Home ownership rates via age groups (%)



If this is further extrapolated to home ownership rates by age and income in 1981 and 2016 and reviewed against the quintiles as was done by Burke⁵, the resultant information shows a dramatic fall in home ownership among the 25-34 age group, particularly for those at or below the median.

Table 8. Home ownership rates by age and income, 1981 and 2016 (%)

% of income earners	25 - 34		35 - 44		45 - 54		55 - 64	
	1981	2016	1981	2016	1981	2016	1981	2016
Lowest 20	62.7	22.7	67.1	36.8	69.9	47.7	76.6	60.5
21 - 40	52.0	34.1	65.5	52.8	72.3	61.6	78.5	70.8
41 - 60	62.3	45.6	76	65.9	77.4	73.5	82.4	80.5
61- 80	65.1	49.6	79.8	70.0	82.5	78.6	86.4	84.1
81+	62.5	55.1	79.9	72.0	87.6	82.1	88.3	87.8

Home ownership has been the Australian way of wealth creation for many generations. Many aspects of Australian policy, including areas relating to retirement incomes, access to finance and rental tenure, have been built on the assumption that most Australians will own their home.

Existing trends suggest that a greater proportion of people reaching retirement age will be renting and that more of them will depend on the private rental market rather than social and public housing (Table 9).

More homeowners will still be paying off their mortgage when they retire, as the proportion of 55-64 year olds who own their houses outright fell from 72 per cent in 1995-96 to 42 per cent in 2015-16.

Table 9. Percentages of households that own home outright, by age group

Year	15-24	25-34	35-44	45-54	55-64	65+
1996	5.1	11.1	23.9	48.5	72.2	81.9
1998	2.6	7.1	21.4	42.8	68.2	82.4
2001	2.0	7.2	17.1	38.8	63.9	80.7
2003	0.3	6.8	14.5	33.6	62.0	80.2
2004	2.4	5.0	13.4	31.4	58.6	79.2
2006	2.7	6.5	12.4	29.3	53.7	79.2
2008	1.8	3.4	10.8	24.2	52.8	77.8
2010	0.6	3.3	9.3	23.9	50.3	78.1
2012	0.8	1.8	6.8	22.1	45.0	76.4
2014	2.5	2.7	7.4	21.0	44.6	76.3
2016	3.0	1.5	6.5	16.6	41.6	75.5

The Grattan Institute report *The wealth of generations*⁶ showed that today's generation of young Australians are at increasing risk of being worse off than their parents. Older Australians are capturing a growing share of the nation's resources.

Despite the global financial crisis, households in the 65-74 year old age bracket

⁵ Burke et al. (2014). Burke, T., Stone, W. and Ralston, L. *Generational change in home purchase opportunity in Australia*. 232. Australian Housing and Urban Research Institute

⁶ Daley et al. (2014). Daley, J., Wood, D., Weidmann, B. and Harrison, C. *The wealth of generations*.

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today are \$480,000 wealthier in real terms than households of that age group 12 years ago. Households that were in the 35-44 year old group in 2005-06 increased their average wealth by almost \$600,000 in the subsequent decade.

Many younger Australians are adapting rising house prices by starting independent living much later. Many chose to stay at home or rely upon family and friends to assist with the start of their home purchase.

Table 10. Percentage of 20-34 year olds who are the head of their household

Year	Australia	Victoria
1981	36.2	36.0
1986	36.7	35.8
1991	36.0	34.8
1996	37.3	35.9
2001	37.3	35.9
2006	36.0	35.0
2011	34.0	33.2
2016	32.6	32.2

Table 11 of housing tenure across Australia cities shows the fall in outright ownership and even ownership with a mortgage. The growth of rental housing in our two biggest cities is also evident.

Table 11. Australian cities, housing tenure

Tenure	Sydney	Melbourne	Brisbane	Adelaide	Perth	Hobart
Owned outright	472,635	479,374	208,811	151,060	193,636	28,213
Owned with a mortgage	539,917	567,574	281,867	179,648	289,273	30,136
Rented:						
Real estate agent	371,592	334,535	180,552	67,555	100,638	10,570
State or territory housing authority	67,845	35,767	25,863	26,038	19,710	4,467
Person not in same household	84,502	79,396	50,233	37,106	52,694	7,474
Housing co-operative/community/church group	10,275	6,636	4,016	5,472	2,861	797
Other landlord type	12,018	9,577	8,791	4,264	5,750	720
Landlord type not stated	7,020	6,545	3,300	2,022	2,770	418
Total	553,249	472,462	272,751	142,460	184,428	24,448
Other tenure type	14,183	12,777	6,656	7,806	7,319	744
Tenure type not stated	43,899	42,294	19,374	11,468	15,620	2,092
Overall total	1,623,872	1,574,474	789,464	492,448	690,280	85,630

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The change in dwelling tenure status between the 2011 and 2016 census data is shown below:

Table 12 – Change in housing tenure in Australian Capital Cities from 2011 to 2016 census data

Tenure	Sydney	Melbourne	Brisbane	Adelaide	Perth	Hobart
Owned outright	2.24%	2.54%	4.26%	0.96%	5.12%	1.88%
Owned with a mortgage	1.88%	7.37%	4.39%	3.65%	13.73%	2.23%
Rented:	12.98%	17.35%	11.07%	6.23%	5.80%	7.41%
Social	-1.01%	-0.10%	-3.30%	-9.99%	-5.01%	-4.98%
Private	15.61%	19.53%	13.20%	11.41%	7.68%	11.17%
Landlord type not stated	-7.71%	-10.21%	-13.77%	-20.42%	-	-5.15%
Other tenure type	16.50%	17.77%	12.87%	11.47%	3.06%	13.63%
Tenure type not stated	17.56%	25.32%	30.66%	17.27%	22.38%	29.48%

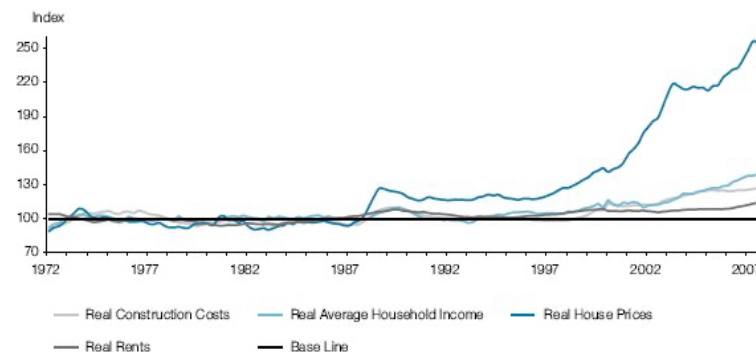
Those not stating the tenure type is significant, as is the growth on private rentals.

The income distribution across age groups is particularly relevant when considering those eligible for affordable housing on a state-by-state basis and purchasing capacity and other forms of entry to affordable housing as may be available

Historically, Australia has been comparatively well served by a housing system comprising home ownership for the majority, private rental housing as a transitional tenure on the path to home ownership, and long-term public housing leased to lower income households (“social housing”). However, long-term structural shifts in the economy, society and housing markets have challenged these traditional foundations.

Over time, a combination of economically and demographically induced increases in housing demand, as well as a land supply constrained by urban settlement patterns, has contributed to increases in real house prices in Australia (see Figure 8).

Household incomes have risen more slowly than house prices and, in simple terms, houses are less affordable on a variety of the commonly used measures.



Source: National Housing Supply Council State of Supply Report 2008

Figure 7 - Increase in housing prices in Australia

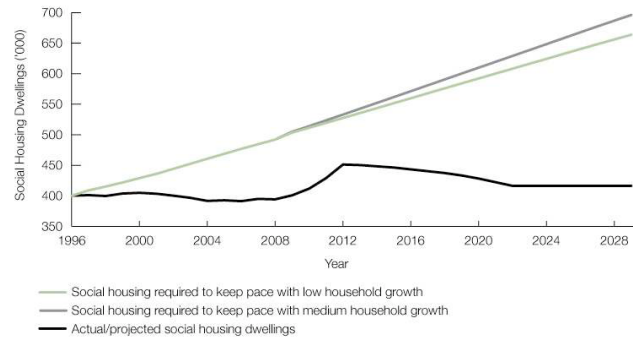
The social housing component of rental supply has not increased to satisfy the demand and is not a realistic supply alternative to the private rental market as it:

- Is only 3% of total housing stock, a much lower proportion than other O.E.C.D. countries; and
- Has been rationed to the most disadvantaged.

The profile of social housing tenants has changed from what might be termed the “working poor” to a high percentage of non-working tenants with complex needs. In many locations, this has resulted in communities where the life pathways are downward not upward, and there is little on offer to help a person with a disability.

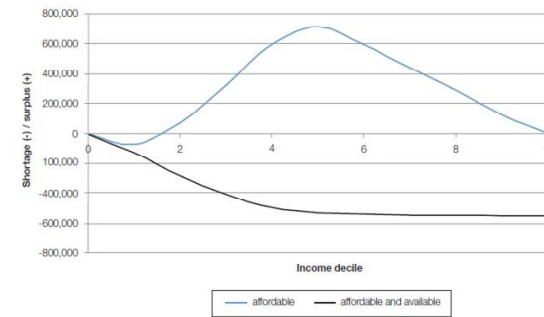
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The graph that follows demonstrates the large gap between demand and supply⁷. The gap is currently closing; however, it remains large and will get larger in the absence of future investment. Under both current and future scenarios, people who are disadvantaged – in terms of housing in Australia – are in critical need of an active, focused and effective mechanism to represent their interests.



Source: A Progress Report to the Council of Australian Governments from Commonwealth, State and Territory Housing Ministers

Figure 8 - Gap between demand and supply in housing in Australia



Source: National Housing Supply Council State of Supply Report 2008

Figure 9 - Gap between affordable housing supply and demand

The above graph, taken from the recent National Housing Supply Council 2nd State of Supply report (2010), indicates that not only is there a negative amount of affordable housing for all people in the first three deciles of income, but that what housing is available to them is likely to be occupied by people with higher incomes.

⁷ A Progress Report to the Council of Australian Governments from Commonwealth, State and Territory Housing Ministers - Implementing the National Housing Reforms, November 2009,

published by the Victorian Government Department of Human Services on behalf of the Housing Ministers Conference available at www.coag.gov.au p.16

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The National Supply Council predicts that the required new dwellings to support Victorian growth by 2030 are:

Table 13 - Demand for dwellings by 2030 in Victoria

Area	Low growth rate	Medium growth rate	High growth rate
Melbourne	595,000	581,000	697,000
Victoria remainder	129,000	136,000	143,000
Victoria	722,000	717,000	830,000

It is further estimated that by 2029 lone person households will be 31.6% of households.

Australian dwelling prices have grown much faster than incomes, particularly since the mid-1990s. Over the long term, prices have risen rapidly in all cities and most regions, although there are variations from year to year⁸. Average prices have increased from about two to three times average disposable incomes in the 1980s and early 1990s to about five times more recently⁹. Median prices have increased from around four times median incomes in the early 1990s to more than seven times today (and more than eight times in Sydney and Melbourne)¹⁰.

Population growth is a basic, if often overlooked, factor in differences between housing systems. High population growth means that a housing system needs to continually add new stock, which may have implications for the replacement of old stock; the investment of resources in new supply needs also to be financed and

⁸ Stapledon (2012).

⁹ C. Kent (2013); Ellis (2017a); and Fox and Finlay (2012).

¹⁰ The median dwelling price compared with median household disposable income is the best price-to-income measure, but median measures are often not as readily available as

implemented. Volatility in rates of growth may pose challenges for the planning, financing and marketing of housing. All these factors may have implications for the distribution of housing between sectors and between people.

Home ownership rose rapidly in Australia in the early 1950s, from about 50 per cent to 70 per cent. Overall home ownership remained around 70 per cent for the next 50 years; a slight decline during the past decade saw it fall to 67 per cent in 2016.

But the ageing of the Australian population has concealed a greater fall in home-ownership rates during the past 20 years for all but the oldest households. Younger Australians have always had lower incomes and less accumulated savings, hence lower home-ownership rates. But between 1981 and 2016, home ownership rates among 25-34 year olds fell from more than 60 per cent to 45 per cent (see figure 2).

Consequently, without intervention, home ownership rates are unlikely to bounce back over time. For 35-44 year olds, home ownership has fallen fast – from 74 per cent in 1991 to around 62 per cent today – and home-ownership is also declining for 45-54 year olds. These trends are expected to translate into a 10 percentage point fall in home-ownership rates for over-65s by 2046.

Home ownership has been the Australian way of wealth creation for many generations. Many aspects of Australian policy, including areas relating to retirement incomes, access to finance and rental tenure, have been built on the assumption that most Australians will own their home.

Today's trends suggest that a greater proportion of people reaching retirement age will be renting and that more of them will depend on the private rental market rather than social and public housing. They also indicate that, without adequate incomes, the rate of homelessness will increase.

average measures: CoreLogic (2016). Other price-to-income measures are even higher due to differences in measuring incomes and prices (for example, Demographia (2017) calculates Sydney has a price-to-income ratio of 12).

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Accurate predictions for the growth of household formation relative to income have not been available since the Abbott Government ceased the work of the National Housing Supply Council. However, the work of the National Supply Council has remained valid and indicates we should expect a rapid increase in lone person households, mostly at the expense of family households. It also indicates a need for a diversity of housing types to meet changing household structures in the future.

Of particular note is the increase of lone person households in Australia's capital cities, particularly Melbourne. The biggest increase in lone person households will be seen by those in the 20 – 35 age in the moderate income range.

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ABS	Australian Bureau of Statistics.
AHURI	Australian Housing and Urban Research Institute.
Bond Aggregator	To raise money at lower rates from the wholesale bond market for not-for-profit community housing providers. It also allows Registered Housing Associations to borrow at lower rates.
Community Housing Industry Association (CHIA)	Community Housing Industry Association (CHIA), the industry body representing Housing Associations and Housing Providers.
Community housing	Housing managed by not for profit organisations that are registered as either Housing Associations or as Housing Providers by the Australian or Victorian Registrar of Housing.
CRA	Commonwealth Rent Assistance is a non-taxable, income supplement payment added to the pension, allowance, or benefit of eligible income support customers who rent in the private rental market. RHAs are considered to be part of the private rental market, but state-owned public housing is not.
Deductible gift recipient	Deductible gift recipient status means that donations to recipients are tax-deductible by the donor.
ESD	Environmentally Sustainable Design.
Key worker	An employee who provides a vital service, especially in essential services such as health and education.
NBESP	Nation Building Economic Stimulus Packages comprising the Social Housing Initiative, which resulted in the construction of approximately \$1.5 billion in low-income housing in response to the 2007/2008 global financial crises. This programme has ended, and no more funding is available.
NHFIC	National Housing Finance and Investment Corporation. Established by the Federal Government to manage the Bond Aggregator and other federal grants related to affordable housing.
NFP	Not for profit.
NHSC	National Housing Supply Council.
NRAS	National Rental Affordability Scheme. A subsidy paid to private landlords for 10 years when dwellings are rented to eligible tenants at less than 80 per cent of market rent.
Private rental brokerage	A service to help people find and keep accommodation in the private rental market.
Public housing	Public or social housing that is owned or leased by the State Governments of Australia

Registered Housing Association (RHA)	Registered housing agencies are not for profit organisations that provide affordable rental housing for low-income households, registered as Housing Associations and maybe nominated as Tier 1, 2 or 3 by the Federal Registration process.
Risk matrix	A risk matrix is used during risk assessment to define the level of risk, by considering the probability or likelihood of a risk occurring against the category of consequence severity.
Risk mitigation strategy	Risk mitigation strategy is defined as taking steps to reduce adverse effects.
SEIFA	Socio-Economic Index for Areas, produced by the ABS.
Shared equity schemes	Financing arrangements where the equity required for home ownership is shared between the occupant (often a former tenant) and government or a NFP community housing provider.
Social housing	Social housing is an umbrella term that covers both public and community housing. Its provision usually involves some degree of subsidy.

Item: 10.5

Quarterly Performance Report - January to March 2021

OFFICER	Marlo Emmitt
CHIEF EXECUTIVE	Peter Brown
DIVISION	Executive
ATTACHMENTS	1. January to March 2021 Quarterly Report FINAL [10.5.1 - 53 pages]
PURPOSE	To provide Council with the Quarterly Performance Report, 1 January to 31 March 2021.

1. EXECUTIVE SUMMARY

This report provides information to Council and the community on the progress of Council Plan actions, Planning activities, Capital Works and Major Projects and the status of Council's financial performance as at 31 March 2021.

2. RECOMMENDATION

That Council notes the Quarterly Performance Report 2020-2021 for the period of 1 January 2021 to 31 March 2021.

3. KEY INFORMATION

The Quarterly Performance Report January to March 2021 provides Council with a progress report as at 31 March and is structured in several sections as follows:

- Introduction, Council's strategic direction, Council Plan 2017-2021 themes, source and application of Council funds
- Chief Executive Report - highlights and challenges for the quarter
- Council Plan Performance Report
- Planning and Building Performance Report
- Capital Works Performance Report
- Major Initiatives Performance Report
- Quarterly Budget Report for 9 Months Ended 31 March 2021.

The Executive Management Team has reviewed the results to 31 March 2021 and after taking the 2019/20 actual results into consideration (including carry forwards), provide the following summary in relation to the 2020/21 forecast results.

Compared to the adopted budget:

- The Original Budget adopted an operating deficit of (\$448k).
- The September 2020 forecast adjustments increased the operating result by \$1.395m to \$947k.
- The December 2020 forecast adjustments reduced the operating result by \$351k to \$596k.
- The March 2021 forecast adjustments increased the operating result by \$2,388k to \$2,984k.
- Capital works program is forecast to increase by \$88k to \$14.4m.
- Closing cash balance is currently forecast to increase by \$388k to \$14.9m.
- Reserve balance is forecast to remain unchanged at \$14.3m. I.e. Cash will exceed reserves by approximately \$600k.

Further detail of these results is contained within the attachments to this report. The current forecast assumes that all major projects and capital works are completed by 30 June 2021 and that 50% of the 2021/22 Federal Assistance Grants are received in advance again.

Impact of the COVID-19 pandemic on the 2020/21 budget

The 2020/21 budget was impacted by the onset of the COVID-19 pandemic, requiring Council to make amendments to support the community and cover expected lost revenue and increased costs resulting from the pandemic. These amendments included a reduction in spending of \$1.94m to enable Council to deliver a responsible budget. This reduced spending was to cater for:

- Allocated \$950k to help lead and support the community
- \$785k expected lost revenue/additional cost (refer to Table 1):
 - \$455k operational impact in 2019/20
 - \$330k operational impact in 2020/21.

	2019/20	2020/21	Total	
Lost Revenue/Additional Cost	\$'000	\$'000	\$'000	Comments
BWFC	(40)	(40)	(80)	Reduced user income, partially offset by reduced employee costs and utility charges
COPACC	(80)	(20)	(100)	Reduced ticketing income, partially offset by reduced employee costs
Interest on Rates	(15)	-	(15)	Interest to be waived until 30 June 2020
Additional IT Infrast.	(75)	-	(75)	System upgrade and remote access for staff to continue working
Visitor Information Centre closures	(30)	(30)	(60)	\$15k per month lost revenue/offset by \$5k in casual wages per month
Audio/Visual Conferencing Hardware and Software	(50)	-	(50)	To enable Council business to continue
Additional cleaning services	(70)	(70)	(140)	\$5k per week
Employee Costs - Delay recruitment	50	-	50	Estimate across the organisation
PPE Equipment	(15)	-	(15)	Masks, hand sanitiser & wipes for staff protection
Reduced Planning & Building Permit revenue	-	(50)	(50)	Reduced permit demand & loss of fee revenue due to economic impacts
Virus Vaccination (when available)	-	-	-	Cost unknown at this time
Reduced Local Laws Infringements. Fees, etc	(80)	(70)	(150)	
Other	(50)	(50)	(100)	Contingency for additional expenditure
	(455)	(330)	(785)	

It is important to note that \$1.35m of this reduced spend was relating to Capital Works, which is not reflected in the Operational Result. The budget was therefore constructed to produce an operational deficit, but to still maintain Council's working capital.

The reduction in Capital Works, included reductions to the following:

- Sealed Road Resealing Program (\$350k)
- Building Renewal (\$250k)
- Unsealed Road Reconstruction Program (\$200k)
- Footpath Renewal Program (\$100k)
- Matching Grants Funding Allocation (\$448k).

The budget contained flexibility for Council should the final cost be greater than \$785k, such as reducing the amount allocated to the Business and Community Support Fund or borrowing from internal reserves.

March Update of COVID-19 impact

- Officers continue to monitor the estimated impacts of COVID-19, which are still considered reasonable at this stage. Below are the changes to the forecasted operational impact of the Pandemic:
- School Crossings – Reduced expenditure due to reduced staffing requirements (\$13k).
- COPACC – Costs of COVID lower than expected (\$288k).
- Planning, Building & Health (\$126k) – Additional town planning fees and staff savings, reallocated to Community Engagement position.
- Reduced organisational training expenditure - Largely related to working from home conditions (\$20k).
- Visitor Information Centres - Impact of COVID more favourable than expected (\$18k).
- Information Management Department - Delayed staff training due to COVID (\$9k).

- OPASS (\$3k) – Training and printing savings due to COVID.
- Economy & Business Enterprises (\$6k) – Community Garden Awards not run due to COVID.
- Reduced penalty interest - Extended period of no penalty interest to 30 June 2021 (\$55k).
- Bluewater Leisure Centre – The centre was required to be closed longer than expected, resulting in reduced revenue, partially offset by reduced expenditure. This had an unfavourable operational impact (\$91k).
- Sanitation Costs – Working for Victoria (W4V) staff have been utilized throughout the July 20 – December 20 period. The sanitation costs post-W4V funding will have an unfavourable operational impact (\$100k).

COVID Business & Community Support Package

Program	Budget Allocated \$'000	Budget Spent \$'000	Budget Remaining \$'000	Comments
Rent / Fee waivers for community sporting groups within Council-owned land / grounds and buildings	31	31	0	
Street Furniture Annual fees for 2021 year	48	46	2	
Waiver of fees for food and health premises for the 2021 year (including banners, A-frames, dining units and square metres of goods)	172	172	0	
Interest-free grace period for late rate payments	75	130	(55)	This was extended from 31 December to 30 June 2021
Fees and charges not changing from 19-20	100	100	0	There have been other changes here, but this was the original impact
Lease / Licence relief for commercial and community tenenats of Council owner or managed land	37	84	(47)	Additional lease relief was provided ontop of that originally budgeted due to the length of COVID-19 impact and providing relief in line with the Victorian State guidelines
Business Diversification Grant Program	60	53	7	
Small Arts Grant Program	20	20	0	Fully Allocated
COPACC Assitance Grant Expansion	12	3	9	Can be re-distributed
Buy Local Campaign	40	28	12	
Toruism Marketing Campaign	30	5	25	Waiting on GORRT campaign for partnership
Event Audit	28	28	0	
Purchase of Events	21	0	21	To be allocated as events arise
Unallocated budget for business & community support	277	0	277	
Total	950	699	251	

4. COMMUNITY CONSULTATION & ENGAGEMENT

Comprehensive community consultation and engagement was undertaken during the development of the Council Plan 2017-2021 and the 2020-2021 Budget.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 4 - Our Leadership & Management

1. Effectively manage financial resources.
3. Organisational development and legislative compliance.
4. Provide value for money services for our community.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

Not applicable.

LEGAL & RISK

Section 97 of the *Local Government Act 2020* requires financial reporting to be provided to Council on a quarterly basis.

FINANCIAL & BUDGETARY

Financial and budgetary considerations are addressed in the body of the report.

7. IMPLEMENTATION STRATEGY

Not applicable.

COMMUNICATION

The Quarterly Performance Report will be available on Council's website following the May 2021 Council Meeting.

TIMELINE

Not applicable.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.



Quarterly Performance Report 2020/21

Third Quarter

1 January - 31 March 2021



Colac Otway
SHIRE

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Acknowledgment

The Colac Otway Shire proudly acknowledges the Gulidjan and Gadubanud peoples as the traditional custodians of the Colac Otway Region.

We pay our respects to their Ancestors and Elders, past, present and emerging. We recognise and respect their unique cultural heritage, beliefs and relationship to their traditional lands, which continue to be important to them today and into the future.

Introduction

How to read this report

This Council Plan Quarterly Performance Report assesses our progress against the *Council Plan 2017-2021*. The activities and initiatives in the Council Plan are Council's strategies for achieving our community outcomes (Themes) and goals as we work toward our strategic vision.

Measuring Our Progress

The *Council Plan 2017-2021* comprises four key areas of focus: Our Prosperity, Our Places, Our Community and Our Leadership & Management. Each area of focus has desired goals, actions and measures that guide what we want to achieve for Colac Otway Shire, all of which require assessment and reporting of progress.

Council Direction set in the Council Plan 2017-2021

The Council Plan is Council's overarching strategic document responding to the issues faced by our community. It sets out our goals, key actions and performance measures for the four years.

The key issues faced by our community have informed the choice of major projects/activities that Council has identified as its highest priority. Council has committed to complete these projects over the life of this plan, supporting the achievement of our stated goals. The Council Plan does not contain the detail of day-to-day operational activities, short term projects or recurrent work programs.

Community Engagement in the Development of the Council Plan

Our Council Plan was directly informed by a significant community engagement program, which sought input from the community about their aspirations for the Shire. This was the most comprehensive consultation program ever conducted in Colac Otway Shire and received a very positive response.

Consultation included letters to more than 900 community groups, businesses and progress associations, an online and paper-based survey, feedback from Community Conversation sessions held around the Shire and pop-up listening posts that were held in Colac and Apollo Bay. These sessions were well attended and we received invaluable feedback on the draft Council Plan and various other matters of interest to the community.

The development of the new Council Plan, social and cultural implications were carefully considered along with attention to the funding available to carry out the many projects contained in the plan. The Council Plan was adopted on 28 June 2017.

Development of Council Plan 2021-2025

Colac Otway Shire is currently undertaking a community engagement process to assist in the development of a Community Vision.

The Community Vision will help to inform the Council Plan 2021-2025 and our Municipal Public Health & Wellbeing Plan.

Strategic Vision

'Towards a prosperous future'

The Councillors of Colac Otway Shire commit to plan for growth in business and employment for our towns and settlements; the delivery of high quality services that meet community needs and demonstrate value for money; and to be leaders and work together as a team with the community and the organisation to achieve our goals for the Shire.

Chief Executive Report

Community engagement and extensive consultation to enable Colac Otway Shire Council to undertake long-term strategic planning has been the focus of the third quarter of the 2020-21 financial year.

Development of 2021-22 Budget; the progress of about 60 infrastructure projects; advocacy to address housing shortages, particularly key worker and affordable housing; and the ongoing COVID response and recovery have also been among the priorities of Council from January to March.

Council recognised the significant achievements of local residents during its annual Community Award presentation on Australia Day, including Colac Otway's Citizen of the Year 2021 Shane Vicary who established the Colac Community Leadership Group and united the community to 'Keep Colac Safe' during the pandemic outbreaks.

Bonni McLaren was named Colac Otway's Young Person of the Year, Harold Cockerell was recognised for his Community Service, Harry Salmon for Services to Sports, and members of The Colac Makers' Space were recognised for their service to Arts.

Council also formally launched Colac Otway's Buy Local Campaign "Together We Are Colac Otway – Shop Eat Play Stay" in January following the early release of locally-filmed videos promoting Christmas shopping in December.

The support package for local businesses included a social media webinar and the release of a campaign toolkit for traders to use across Facebook and Instagram, promoting their own businesses, community pride and the benefits of shopping local.

Despite a positive start to the year and pandemic recovery, the COVID pandemic continued to cause angst with a five-day lockdown forcing the closure of businesses, schools, and council's public-facing services in February.

A majority of Council operations were able to continue during the brief lockdown and by the end of the quarter, most staff had returned to the workplace and any unexpectedly delayed activities were quickly rescheduled, including the 2050 Community Vision Roadshow.

Councillors and officers visited communities across the shire to gather views on key issues, services and direction, and residents were also encouraged to complete a survey, to inform the development of

Colac Otway's 2050 Vision.

As the next step in our deliberative engagement process, Colac Otway has started the process of establishing a 24-member panel of community members to guide Council's future strategic planning including our 2050 Community Vision.



Feedback was also sought to assist with the development of a Waste Management Strategy, gauge public support for outdoor dining "parklets" at Apollo Bay, consider community satisfaction with Council, and determine views on the revised Road Management Plan.

Colac Otway's advocacy focus has been on addressing the shire's housing shortage in Colac and Apollo Bay, and the closely linked worker shortage, with hospitality and major industries struggling to fill job vacancies.

Council has applied for funding through the Federal Government's Building Better Regions program to undertake stage one of the Elliminyt Wetlands Project, which would assist in the development of about 300 housing lots, improve stormwater quality and provide water for nearby sporting facilities.

Council has gained the support of local MPs, water authorities and Colac Turf Club for the project and raised the importance of the project with State Government representatives.

Colac Otway Shire has also agreed to develop a preferred residential development model for Council-owned land in Colac's Bruce Street so it can be sold, with the intent to provide a number of blocks for key worker and social/affordable housing.

Council's Economic development team continued its work with businesses and investors to support pandemic recovery and growth, while also welcoming the announcement that Colac's Target store would become a K-Hub.

Council ended the quarter with about 60 infrastructure projects nearing completion or underway, including those funded under rounds 1 and 2 of the Federal Government's Local Roads and Community Infrastructure program.

Two major redevelopment projects which experienced significant delays during 2020 – the Central Reserve Netball Courts and Colac Regional Velodrome – were both completed and reopened to their respective sporting groups during the quarter.

The Central Reserve Netball Courts redevelopment was delayed by more than eight months with significant additional costs due to the discovery of the old swimming pool shell and unsuitable "fill". Competition-grade lighting at the courts and the oval were installed at the start of the project however the resealing of the two courts and installation of tiered seating could not be completed until major excavation to stabilise the sub-base.

The project was completed in time for the start of the 2021 netball and football season, with night football and netball games scheduled in Colac for the first time in April.

An unsatisfactory seal on a section of the Velodrome last year required the contractor to return during the quarter to rectify the issue, with Colac Cycling Club now able to use the track.

Council awarded the contract to supply and install equipment for the new Memorial Square Playspace following a Council decision to allocate additional funding to the important community project, following an increase in estimated costs.

Colac Otway Shire Council is set to take ownership of almost 4.5 hectares of the former Colac High School site from the Department of Education and Training for community use.

Council has agreed to purchase two hectares, in addition to a 2.483 hectare parcel of land which the Department is transferring to Council at no cost as an open space contribution in the rezoning process for several former school sites.

Colac Otway's transition from Corangamite Regional Library Corporation to Geelong Regional Library Corporation is progressing well, with confirmation that all staff will be offered positions with the new library service provider.

An advocacy plan to raise awareness of the impact

of noxious weeds across the shire and concerns regarding the lack of enforcement by the State Government commenced in late March.

Council committed to writing to the State Government about these concerns, raise the issue at the MAV State Conference and speak to Ministers and MPs about noxious weed management.

Numbers and prices were good at Colac Regional Saleyards' annual Weaner Sales, which attracted thousands to the yards and additional buyers from across Australia thanks to the new online auction initiative trialled in late 2020.

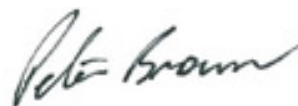
A diverse range of apprenticeships and traineeships across several Council departments, from Economic Development to Services & Operations, were offered during the quarter, continuing Council's efforts to offer career opportunities for young people in the shire.

I have advised Councillors and community of my intention to resign from the position as Chief Executive of Colac Otway Shire, effective towards the end of July 2021, dependant on the appointment of a new CEO.

I believe I will leave Colac Otway Shire well positioned to plan for growth and development and respond to community expectations as Council and community continues its pandemic recovery.

Council has committed to supporting the State Government's COVID19 vaccination awareness campaign, and supporting Colac Area Health and Great Ocean Road Health with the rollout of vaccinations as required for the benefit of our shire community.

The fast pace of the third quarter and focus on community engagement and advocacy will continue during the final quarter of 2020-21, and I encourage the community to take every opportunity on offer to be part of planning for Colac Otway's future.



Peter Brown
Chief Executive
Colac Otway Shire Council

Council Plan Strategic Themes

The Council Plan 2017-2021 includes strategic themes (long-term community outcomes), goals and actions for achieving these for the four year period. The Council Plan also contains strategic indicators for monitoring achievement of the strategic objectives and a strategic resource plan. The following are the four outcomes detailed in the Council Plan.

Our Prosperity

Colac Otway Shire has a diverse economy, much of it built on the natural environmental values of the area. The area has enjoyed successful dairy and food processing industries for many decades; supports the timber industry; has a growing tourism industry built on both a striking coastline and the forests of the Otway's; small, specialist food producers, many forming the Colac Otway food trail; plus, a host of local retail businesses, arts and crafts enterprises; and health and education services.

The Shire has two larger towns of Colac and Apollo Bay, and a number of smaller towns. Each of these has unique attractions and supports local cultures and communities. The Shire is strategically placed halfway between Geelong and Warrnambool which provides opportunities for economic development and a growing population supported by access to work.

Our Places

Infrastructure assets such as roads, drainage and footpaths are important because they help deliver services to the community. Roads and footpaths provide the ability for people to access work, education and recreation. Drainage provides protection to properties and allows for safe transport.

It is important for us to manage assets in a rational way so that we can ensure they are sustainable over the long term so that those services are provided to future generations.

Our Community

Colac Otway Shire sustains a mixed population of tourists, businesses, farmers, retirees and families, some of whom settled in the Shire recently and some who can trace their families' history back to European settlement, whilst our population of Aboriginal people dates back tens of thousands of years. The land of the Shire sustains different ways of living, from affordable housing options in the towns, to spectacular properties with views of the forest and the sea. Potential for population growth in the Shire will increase due to highway improvements and proximity to the larger centres of Geelong and Warrnambool. The Shire enjoys good services and infrastructure, supporting families to connect and live well at all life stages. While the Shire is well resourced compared with many other semi-rural shires, with the potential of continued growth there needs to be good planning to have the right infrastructure and services in place.

Our Leadership & Management

There are many demands on the resources of Colac Otway Shire. The major source of income, ratepayer funds, has been constrained through the introduction of rate capping by the State government and an increasing challenge for the community to continue to afford rate increases.

The environment of the shire is attractive and well-recognised. Its' diversity also results in involvement by many authorities and stakeholders, creating the need for partnerships and clarity about the role of the shire. Recently experienced incidents such as bushfire and floods impact on the community and draw a significant amount of organisational resources, both in emergency response but also in longer term planning and support to the community. It is expected that such events will be more common as climate change accelerates.

Understanding the Report

The Quarterly Performance Report provides council and the community with information on the progress of Council Plan Actions, Planning and Building activities, Capital Works and Major Initiatives and the status of Council's finances.

The graph below displays the Council Plan actions (Council Plan 2017-2021 – Revised 22 July 2020) by progress status category.

The majority of actions fall into one of following categories: 'on track' or 'ongoing'.

Of the 77 Council Plan actions one requires further resources to be implemented. Another action has been impacted by COVID-19 and consequently has been temporarily put on hold.

To date 16% of the current Council Plan actions have been completed.

What the icons mean:



ON TRACK

Work has commenced and on track



Action has been completed



MONITOR

Action is ongoing for duration of the Council Plan



NEEDS WORK

Project has commenced, actions require further work







MONITOR

Action is hold due to COVID-19




The following pages provide information about the status of each Council Plan Action, with further details about progress and challenges in the commentary.


Our Prosperity


Action	% Complete	Status
1.1.1. Provide direction on how growth across the shire should proceed and ensure adequate land is provided for industrial and residential use.	75.00	 ON TRACK
<p>The Colac 2050 Growth Plan completed in 2018 establishes growth areas for Colac/Elliminyt and officers are seeking funding from the State Government to commence an Outline Development Plan for the Colac West growth area to facilitate rezoning and release of further residential land. Officers are also liaising with land owners concerning rezoning proposals in Colac, and are finalizing the Development Plan for existing residential zoned land abutting the former Colac High School site which will allow land to be subdivided for housing. Officers are progressing technical assessments for industrially zoned land east of Forest Street in Colac for a Development Plan that aims to facilitate future industrial development.</p>		
Action	% Complete	Status
1.1.2 Implement a Colac Otway Economic Development Strategy.	50.00	 ON TRACK
<p>Work continues on implementing the Strategy. Focus has started to shift towards facilitating businesses, business groups and investors to re-activate and re-start following COVID-19.</p>		
Action	% Complete	Status
1.1.3 Conduct a review of the housing stock in Colac and establish a Residential Housing Strategy to ensure current and future stock is suitable to attract new residents.	75.00	 ON TRACK
<p>Council has not yet funded a specific review of housing stock in Colac, but strategic planning is occurring to facilitate development of land adjacent to the former Colac High School through preparation of a Development Plan, and funding is being sought externally to initiate an Outline Development Plan for the Colac West growth area. Officers have also participated in a Key Worker Housing Project with other Great Ocean Road councils which aims to identify actions to overcome housing availability constraints for employees in Colac's key professional and manufacturing industries and for seasonal workers in Apollo Bay. Officers are also participating in a G21 Regional Social Housing Study which will identify housing needs across the Shire for the most vulnerable and establish strategies to address this. A draft Social Housing Plan for Colac Otway Shire is being presented to the May 2021 Council meeting for public exhibition.</p>		
Action	% Complete	Status
1.1.4 Identify and improve tourism assets across the Shire.	Ongoing	 MONITOR
<p>This significant piece of work will require funding to complete. Other updates include:</p> <ul style="list-style-type: none"> - Pre-planning work on City Deal projects (Kennett River Tourism Infrastructure Plan, Apollo Bay to Skenes Creek Coastal Trail and Apollo Bay Harbour Development Plan) have progressed in preparation for works in 2021/22. - Work is also occurring to finalise the preplanning studies the Forrest Mountain Bike Revitalisation Project. The project has received \$2.32M (\$500k Regional Infrastructure Fund, \$250k Colac Otway Shire and DELWP \$1.57M). These funds will be used to construct new trails infrastructure and rework existing trail and infrastructure at Forrest Southern Trail network in 2021/22. - In February 2021, Wildlife Wonders in Apollo Bay open its doors to the public. This is a significant project for our region, which will assist the local economy and overnight visitation in Apollo Bay. <p>The Great Ocean Road Coast and Parks Authority (Coastal Authority) officially commenced on 1 December 2020, providing a single, dedicated body to manage the region's public land, beaches, national parks, tourism operations and accommodation. The Coastal Authority sees the transfer of responsibilities from the Great Ocean Road Coast Committee (GORCC) and the Otway Coast Committee (OCC), with further coastal Crown land from Torquay to Warrnambool being progressively transferred to the organisation over several years. The Victorian 2020/21 Budget provided \$47.5 million to improve visitor infrastructure and support the Great Ocean Road management reforms, while boosting jobs across the region. This includes:</p> <ul style="list-style-type: none"> - \$18.3 million to deliver upgrades to visitor facilities such as toilets, caravan parks, viewing platforms, trails, beach access and car parking 		

Our Prosperity


Action	% Complete	Status
<ul style="list-style-type: none"> - \$23.8 million for a coastal walking trail from Fairhaven to Grey River - \$3.4 million for management reforms including development of a strategic framework plan for future use, protection and development of land across the broader region and support for Traditional Owners to develop opportunities to share economic benefits within the Great Ocean Road Coast and Parks. 		


Action	% Complete	Status
1.1.5 Prepare an Infrastructure Master Plan for Apollo Bay and Coastal Townships, covering categories including roads, car parking, bus parking, footpaths and storm water drainage.	75.00	 ON TRACK
<p>A draft Community Infrastructure Plan is being prepared for Apollo Bay, Marengo and Skenes Creek which will be presented to Council early in 2021. It builds on the previous Coastal Tourism Traffic & Parking Study and will provide strategies for improvement of public land in the three townships including the main central foreshore of Apollo Bay and commercial areas. It will specifically address footpath, toilet and other infrastructure improvements required to support residential and tourism needs, and will recommend changes to traffic management. A Harbour Development Plan had been prepared as part of this project, but was progressed separately to exhibition of a draft plan in August and was adopted in December. Preparation of the draft CIP has been delayed by Department of Transport's request for Council to prepare a Movement & Place Assessment concerning proposed traffic management changes for the Great Ocean Road, and officers are seeking to gain DELWP support for initiatives relating to foreshore land. Work is continuing with the aim of reporting the draft CIP to the July Council meeting.</p>		

Action	% Complete	Status
1.1.6 Attract investment to implement key master plans that will drive economic growth such as the Lake Colac Foreshore Master Plan.	Ongoing	 MONITOR
<p>Council continues to scope identified projects and seek funding opportunities that will help realise the objectives set out in the Lake Colac Foreshore Master plan. The detailed design work for the Forrest Mountain Bike Strategy implementation is now complete. Successful funding for implementation has also been achieved totaling \$2,350,000. Funding consists of \$250,000 from Council, \$500,000 from Regional Development Victoria, and \$1,570,000 from the Department of Environment, Land, Water & Planning.</p>		


Action	% Complete	Status
1.1.7 Remove unnecessary planning triggers to streamline planning processes.	75.00	 ON TRACK
<p>Amendment C102 which removed redundant Environmental Significance Overlays at Colac, Elliminyt and in the Warrion groundwater area has been finalised, and Amendment C90 has been submitted to the Planning Minister for approval - this amendment will remove planning permit requirements associated with building works in flood prone areas where they are constructed above the nominated flood level. Officers have also prepared an amendment to Heritage Overlay provisions in Colac to remove requirements for minor building works following a Council resolution at the September meeting. Officers are also close to finalising a review of Erosion Management Overlay provisions which will result in reduced mapping of the overlay and reduced planning requirements - this will be reported to Council mid-2021.</p>		


Our Prosperity


Action	% Complete	Status
1.1.8 Strengthen partnerships with employers in the Shire, and continue to participate in and support the Designated Area of Migration Agreement and associated projects.	Ongoing	 MONITOR
Council officers have maintained direct contact with employers, and also maintained contact with employer representative bodies such as the Chamber of Commerce and the Colac Large Employers Group. Council officers have worked actively with the Warrnambool City Council to support the designated area migration agreement.		

Action	% Complete	Status
1.2.9 Identify and promote Tourism pathways between attractions across the whole shire.	Ongoing	 MONITOR
COVID-19 had a significant effect on tourism in our region, however, due to high intrastate domestic visitation; the 2020/21 peak season has been busy for local business. Council has continued its tourism promotion activities in partnership with, and aligned with the strategies of, local trader Associations and businesses, Great Ocean Road Regional Tourism and Visit Victoria.		


Action	% Complete	Status
1.2.10 Identify and support employment in tourism.	Ongoing	 MONITOR
COVID-19 caused a significant downturn of the tourism industry in 2020. Council has continued support tourism operators and assist them with accessing government support. In addition, Council has facilitated the expansion of outdoor dining throughout the shire, with a particular emphasis on Apollo Bay and has partnered with Great Ocean Road Regional Tourism and Visit Victoria to market our tourism regions.		
A key challenge for our region is affordable housing and staff shortages. This issue has exacerbated by COVID -19, however, Council is working with regional stakeholders, local businesses and trader associations to create some short and long -term solutions.		


Action	% Complete	Status
1.2.11 Explore options to facilitate new tourism accommodation	75.00	 ON TRACK
An assessment of accommodation opportunities for Colac is currently being developed, which will provide a basis for Council to pursue investment from the private sector.		


Action	% Complete	Status
1.2.12 Review Planning controls for the coastal hinterland and support establishment of tourist accommodation.		 NEEDS WORK
Funding from Council is required to progress this initiative.		


Action	% Complete	Status
1.2.13 Review the Shire Events Strategy and partner with event organisers to assist them preserve the amenity of residents while running successful events.	Complete	
Action completed in 2019/20.		


Our Prosperity


Action	% Complete	Status
1.2.14 Facilitate the attraction of investment in the development of high standard accommodation in Colac and Apollo Bay, complemented by high yielding nature based experiences.	Ongoing	 MONITOR
Council is continuing conversations with potential investors and developers led by a study, which assessed accommodation opportunities in Colac.		

Action	% Complete	Status
1.2.15 Encourage and support existing owners of accommodation to upgrade, refurbish and develop new infrastructure to meet visitor demand.	Ongoing	 MONITOR
Due to COVID-19, this action has been temporarily put on hold to respect the financial difficulties our accommodation sector is experiencing as a result of restrictions and social distancing. However, investigations continue into securing opportunities to expand Colac and Apollo Bay's accommodation offerings more broadly.		


Action	% Complete	Status
1.2.16 Review the Great Ocean Road Closure Policy.	Complete	
Policy has been reviewed and endorsed by Council.		


Action	% Complete	Status
1.3.17 Seek regional funds from State and Federal Governments.	Ongoing	 MONITOR
Grant management has progressed well and Council now has a system developed to proactively manage State and Federal grants. Council continues to secure funds for required projects from both levels of government. Grant management is now proactively reported to the Executive Management Team on a monthly basis.		

Action	% Complete	Status
1.3.18 Develop and maintain regional partnerships and joint advocacy.	50.00	 ON TRACK
Council continues to be involved with all regional bodies, including G21, Barwon Regional Partnership, the Regional Development Australia Barwon South West committee and the Great South Coast Group. Council is involved in a number of joint advocacy plans with each of these groups.		


Action	% Complete	Status
1.3.19 Seek to influence education providers to match local job opportunities with available skills training.	Ongoing	 MONITOR
Council has ongoing participation in the GROW program as well as regular liaison with local employers and schools to support the implementation of this action.		


Our Prosperity


Action	% Complete	Status
1.3.20 Support programs to reduce youth unemployment and promote employment for disadvantaged groups in partnership with employers, G21 and the GROW initiative.	Ongoing	 MONITOR
Council has ongoing participation in the GROW initiatives and their rollout relevant to the Colac Otway Shire.		


Action	% Complete	Status
1.4.21 Maintaining connections with the Great Ocean Road Authority and provide input into social, economic and environmental values.	50.00	 ON TRACK
Council continues to attend all forums and respond to all questionnaires and requests for information. Council has maintained an ongoing relationship during the interim management arrangements and is seeking involvement as the appointed Board and CEO plan the future of the Authority.		


Our Places


Action	% Complete	Status
2.1.1 Develop and implement a Property Strategy.	25.00	 MONITOR
This has been scoped and a document framework prepared with the intention is to develop internally. Draft in progress.		

Action	% Complete	Status
2.1.2 Develop and maintain constructive partnerships to access appropriate levels of funding, coordination, infrastructure and services.	Ongoing	 MONITOR
Council officers are monitoring federal and state governments to ensure that all grant opportunities are considered and able to be realised where appropriate.		


Action	% Complete	Status
2.1.3 Conduct an ongoing program of service reviews to guide planning for infrastructure	50.00	 ON TRACK
Council has adopted a program of detailed service reviews for the next three years. The program is reviewed on an annual basis and will be implemented subject to budget being available. A review of the Asset Management and Project Management areas within the Infrastructure and Leisure Services Division has been completed and reported to Council. Council is also proposing a review of Service and Operations in 2021.		


Action	% Complete	Status
2.1.4 Council to work with key stakeholders such as the Otway Coast Committee, the Apollo Bay Chamber of Commerce and Council with the aim of aligning strategic planning and advocacy efforts for Apollo Bay	Ongoing	 MONITOR
Council officers continue to meet with representatives of coastal communities with a focus on the community infrastructure plan for Apollo Bay and implementation of the City Deal. Council officers have liaised directly with the Apollo Bay Chamber of Commerce in relation to responses to the COVID-19 pandemic. Council continues to meet with key organisations on a monthly basis.		


Action	% Complete	Status
2.2.5 Update the Planning Scheme to reflect changing community needs and priorities.	75.00	 ON TRACK
A range of planning scheme amendments are in various stages of progress, aiming to remove unnecessary planning controls from overlays. A Flood Study has been completed for Birregurra, and draft planning controls are being prepared to reflect outcomes of new flood mapping in the Planning Scheme. Planning scheme amendments are also being prepared and/or exhibited to facilitate development outcomes at a future service station site east of Colac and at the Red Rock Art Gallery in Cororooke.		


Action	% Complete	Status
2.2.6 Ensure best practice guides planning and management of the natural environment and associated assets.	75.00	 ON TRACK
Environmental advice has been provided to the Planning Department on statutory and strategic planning matters and Infrastructure on capital works projects to ensure they have minimal impact on the natural environment and compliance with the environmental aspects of the Planning and Environment Act.		


Our Places

Action	% Complete	Status
2.3.7 Enhance the attractiveness of towns in the shire for both residents and tourists/visitors.	50.00	 ON TRACK
Townships within the shire have received beatification and general maintenance activities from Service and Operations in conjunction with the Working for Victoria initiative.		







Action	% Complete	Status
2.3.8 Advocate for improvements to public open space where the State Government is the land owner/manager.	Ongoing	 MONITOR
Ongoing discussions are held with the Great Ocean Road Coast and Parks Authority, which is the management authority for much of the open space in our coastal areas. Site specific discussions include the development of the Apollo Bay Recreation Reserve and Camping Ground Master Plan.		

Action	% Complete	Status
2.3.9 Develop and implement a prioritised program to review and implement master plans, community infrastructure plans and structure plans for small towns across the shire, including the City Deal project.	Ongoing	 MONITOR
A draft Community Infrastructure Plan is being finalised for Apollo Bay, Marengo and Skenes Creek. A program of reviewing existing small town plans on a rotational basis was put on hold during 2020 and early 2021 due to the impact of COVID-19. The implementation of City Deal is progressing well and within agreed time frames. There are no funds in the current budget to review small town structure plans.		


Action	% Complete	Status
2.3.10 Incorporate treatments into infrastructure standards that enhance community perceptions of safety.	Complete	
Crime Prevention Through Environmental Design principles are applied in all design work as industry best practice. This requirement is incorporated into all design briefs.		


Action	% Complete	Status
2.3.11 Maintain parks and gardens, sports reserves and streetscapes.	Ongoing	 MONITOR
A program of works has been scheduled for all parks, reserves open space, trees and streetscapes. This program is based on a three scale service level 1-3. Where 1 is the highest standard and 3 is the lowest service standard. Routine cleaning of the CBD footpaths in Colac is now undertaken and implemented. Apollo Bay CBD footpaths are cleaned bi-annually and by exception throughout the year. Paths were cleaned in December 2020 prior to the tourist influx and this activity is now provided by Services and Operations with specialised equipment to improve quality and cost effectiveness. Prior to Easter Services and Operations delivered the second annual clean in Apollo Bay.		


Our Places


Action	% Complete	Status
2.3.12 Support enjoyment of outdoor experiences through the provision of a network of quality open spaces, including paths and trails.	75.00	 ON TRACK
<p>Progressing and completing projects successful in receiving funding continues. Completed projects include the Elliminyt Recreation Reserve velodrome resurfacing and the Central Reserve Oval Lighting and Netball Courts Redevelopment. Works continue to develop the documentation required to implement and commence onsite construction for the Memorial Square Playspace and Cororooke Open Space Path and Playspace. Funding applications have been submitted to SRV for consideration including Colac Otway Cricket Pitch Upgrades, Colac Otway Sports Lighting Upgrades across 6 sites (Colac Lawn Tennis Club, Lake Oval (Colac Cricket Ground), Irrewillipe Recreation Reserve, Alvie Recreation Reserve, Warrowie Recreation Reserve and Gellibrand Recreation Reserve) and a lighting upgrade for the Birregurra Recreation Reserve oval. OBRT landowner licence agreements have been signed and executed, and returned to landowners for 9 of the 11 landowners where the OBRT traverses private land. Agreements include new insurance terms covering landowners.</p>		
Action	% Complete	Status
2.3.13 Develop a prioritised program of works to support physical activity and active transport, and advocate for funding to continue to implement actions identified in the Active Transport Strategy.	Ongoing	 MONITOR
<p>New footpath projects across the Shire have been identified and prioritized based on the Active Transport Strategy recommendations and strategic footpath connections. New footpaths/shared paths are constructed where funding allocations allow. A number of new footpaths have been constructed through the Local Roads and Community Infrastructure funding allocation.</p>		
Action	% Complete	Status
2.3.14 Evaluate the feasibility of a regional wet waste facility to manage waste from road and drainage maintenance.	Complete	
<p>Under a new formal agreement with landholders, recovered material from road side collection is now repurposed with land owners. This practice has been introduced as an alternative to a wet waste facility.</p>		
Action	% Complete	Status
2.3.15 Continue to support the Apollo Bay community's advocacy for the development of a public indoor heated swimming pool in Apollo Bay.	Complete	
<p>Action completed in 2019/20</p>		
Action	% Complete	Status
2.3.16 Work with our community to protect amenity values in our places through strategic compliance action and animal management that is focused on ensuring education, safety and livability.	60.00	 ON TRACK
<p>The Local Laws and Community Safety Team has had to adjust to the challenges faced under COVID-19 restrictions. More focus has been placed on animal management, free camping areas and facilitating outdoor dining rather than timed parking.</p>		
Action	% Complete	Status
2.4.17 Ensure best practice guides planning and management of the natural environment and associated assets, and Council's response to climate change.	50.00	 ON TRACK
<p>Environmental advice has been provided to various areas of Council to ensure that their programs consider the impacts of climate change. A recent project was completed looking at landslip risk in coastal towns. The project incorporated climate change modelling to assess the risk under different scenarios.</p>		


Our Places

Action	% Complete	Status
2.4.18 Advocate and drive discussion to minimise coastal erosion in partnership with other stakeholders, implement measures to assist climate adaptation and protection of the Great Ocean Road.	50.00	 ON TRACK
Council continues to advocate for more action to be taken to manage the coastal erosion issues in Apollo Bay and Marengo. The State Government allocated funding to enable further investigations to be undertaken by Department of Environment, Land, Water and Planning and works are planned for 2021/22. It is anticipated that these works will help manage the erosion in the medium term, but further works will be required to achieve a long term solution. Accordingly, upon completion of the planned works Council will continue to advocate for further funding to be provided to realise a long term solution.		








Action	% Complete	Status
2.4.19 Improve the health and sustainability of the natural environment through structured planning with our partners.	50.00	 ON TRACK
Council continues to work with multiple agencies (e.g. Department of Environment, Water, Land and Planning, Barwon Water, Corangamite Catchment Management Authority (CCMA) etc) through various forums (e.g. G21 Environmental Pillar, IWM Network, CCMA Partnership Network etc) to enable joint planning and collaboration on regional projects.		

Action	% Complete	Status
2.4.20 Deliver localised planning to communities to reduce fire risk.	50.00	 ON TRACK
Council continues to work with high risk communities to develop local plans that help the local community reduce the threat of fire. Council's Fire Awareness Officer, works closely with land owners to reduce fuel loads and elevate risk of fire on the land. Face to face work was restricted due to COVID-19, however with restrictions easing meetings can be scheduled in early 2021 to enable township planning to continue in Forrest and Gellibrand.		


Action	% Complete	Status
2.4.21 Implement emission reduction programs for Council operations.	75.00	 ON TRACK
Further streetlights are being upgraded to LED's in Feb 2021 but plans to replace lights shared with Regional Roads Victoria are being reviewed. While it's unlikely that RRV will receive funding for the LED streetlight program, Council is in process for Council approval to redistribute these funds and add more funding to replace the current gas boilers at Bluewater to electric heat pumps. The replacement of these boilers to further reduce Council's carbon emissions.		

Action	% Complete	Status
2.4.22 Enhance the level of resource recycling and reuse across the shire.	Complete	
Council has enhanced the use of recovered or reusable materials. Wood chips from tree maintenance is used on garden beds and surplus amounts are made available to community groups for mulching. Road materials recovered from asphalt renewal projects is repurposed in high maintenance areas on gravel roads. Recovered bitumen material from Regional Roads Victoria is also used by Colac Otway Shire on local roads. Colac Otway Shire also collect printer cartridges, mobile phones, CDs, DVDs for recycling. E-waste is also gathered for recycling.		


Our Places


Action	% Complete	Status
2.4.23 Enhance and protect biodiversity through weed control and revegetation.	75.00	 ON TRACK
All funds associated with Community Combatting Weeds Project have been allocated and weed control programs on public land have been issued for works on Boxthorn, Ragwort and Blackberry.		
Action	% Complete	Status
2.4.24 Implement Council's Climate Adaption Strategy.	50.00	 ON TRACK
Work has been undertaken in partnership with Department of Environment, Land, Water and Planning to help make the coastal towns of Kennett River, Gray River and Skenes Creek more resilient to extreme climate events. The work undertaken provides a list of actions for Council to seek funding in order to make the towns more resilient to bushfire, flood and landslips. Importantly, the project incorporated climate change modelling to assess the risk under different scenarios. Council is in the process of updating the Environment Strategy ensuring alignment with Government and community expectation.		
Action	% Complete	Status
2.5.25 Develop a system of capital allocations based on Asset Management Plans.	Ongoing	 MONITOR
A draft Capital Allocation Policy is currently under development.		
Action	% Complete	Status
2.5.26 Develop a project management framework, covering proposals, planning and delivery.	Complete	
Action completed in 2019/20		
Action	% Complete	Status
2.5.27 Develop a capital works reporting framework.	Complete	
Action completed in 2019/20		
Action	% Complete	Status
2.5.28 Deliver the annual capital works program.	50.00	 ON TRACK
Action is ongoing and reported to EMT monthly and Council quarterly as part of the Quarterly Performance report.		
Action	% Complete	Status
2.6.29 Community based planning to build local understanding and preparedness for emergency events.	50.00	 ON TRACK
Council continues to work with high risk communities to develop local plans that help the local community reduce the threat of fire. Face-to-face work was restricted due to COVID-19, however with restrictions easing meetings can be scheduled in early 2021 to enable township planning to continue in Forrest and Gellibrand.		


Our Places

Action	% Complete	Status
2.6.30 Education, joint planning and preparations undertaken to prepare for climate related threats and emergencies.	75.00	 ON TRACK
Council continues to work with a range of organisations (e.g. DELWP, CFA, SES, DFFH) through a range of forums (Municipal Fire Management Planning Committee, Regional Emergency Management Committee) to prepare for extreme weather events. Although COVID-19 restricted face to face meetings numerous virtual meetings were held and virtual training sessions run to ensure joint planning and training continued.		


Our Community


Action	% Complete	Status
3.1.1 Support community organisations through the community grants program.	Complete	
The 2020/21 Community Grants program is fully allocated.		

Action	% Complete	Status
3.1.2 Support community clubs, groups and associations to provide welcoming and inclusive environments for all members of our community within council facilities.	Complete	
The 2020/21 Community Grants program is fully allocated, with a number of projects allocated for this purpose. Regular meetings held with community groups.		


Action	% Complete	Status
3.2.3 Provide grant programs to involve local people in activities that facilitate their health, wellbeing and enjoyment.	Complete	
The 2020/21 Community Grants program is fully allocated. There are many projects that have been funded which encourage and facilitate health and wellbeing outcomes.		


Action	% Complete	Status
3.2.4 Supports community activities through information dissemination and planning information.	Ongoing	
Officers continue to work with Leisure Networks and State Sporting Associations to provide support and necessary information for our local organisations supporting our community. External funding opportunities are distributed to Council's Recreation Database as grants become available.		

Action	% Complete	Status
3.3.5 Provide opportunities for lifelong learning and community connections through library programs.	50.00	
The transition from CRLC to GRLC is on track to be completed by the deadline of June 30. Council's relationship with the GRLC will offer considerably enhanced programs for children through to seniors.		


Action	% Complete	Status
3.3.6 Support for community groups.	Ongoing	
The Recreation and Open Space team has done considerable work helping clubs get back into competitive sport, which includes giving advice on COVID safe plans and activities. CDFLNA successfully recommenced the weekend of 17 April 2021. Community groups are also being supported wherever required.		


Our Community


Action	% Complete	Status
3.4.7 Deliver programs through the Bluewater Centre that promote physical activity in the shire.	Ongoing	 MONITOR
<p>Since recommencing operations following COVID closures, Bluewater's Swim School program has increased significantly to almost 500 enrolments. To accommodate this increase, Bluewater has successfully able to recruit several new swim teachers to accommodate this number.</p> <p>With the reopening under heavy restrictions regarding numbers in the pool and gym, membership re-signing was slow. During the quarter, membership numbers have continued to increase as COVID restrictions eased, with membership numbers at around 1,700 at the end of March.</p> <p>Furthermore, exercise classes were in higher demand as restrictions eased, with numbers quickly growing to capacity.</p> <p>Aqua programs restarted in early February. The demand for these classes has been strong and shows the eagerness of our older community members to stay active.</p>		

Action	% Complete	Status
3.4.8 Build capacity of local sports groups in promoting healthy eating and physical activity.	Ongoing	 MONITOR
No new work has commenced with this action.		

Action	% Complete	Status
3.4.9 Encourage more people to participate and be inclusive of others.	Ongoing	 MONITOR
Progress includes ongoing work with the Multicultural Committee, and a financial contribution to Diversitat's Homework Club.		


Action	% Complete	Status
3.4.10 Participate in the G21 Healthy Eating and Active Living regional priority project.	Ongoing	 MONITOR
Council continues to participate in the G21 Healthy Eating and Active Living project.		

Action	% Complete	Status
3.4.11 Consider health of the community when formulating policy for Council's Property Strategy.	20.00	 NEEDS WORK
This has been scoped and a document framework prepared with the intention is to develop internally. Draft in progress.		


Action	% Complete	Status
3.5.12 Increase advocacy in partnership with our community to enhance cultural awareness, inclusiveness, safety and health, community, family and education.	Ongoing	 MONITOR
Beginning Steps has been extended to December 2021 and continues with its work now COVID restrictions have been lifted. Plans are in place for a Youth Summit that will elevate the voices of young people in our community as part of the engagement process for the Community Vision.		


Our Community





Action	% Complete	Status
3.6.1.1 Update social infrastructure planning on a continuing basis to guide asset planning	50.00	
<p>Work is about to commence on early years infrastructure planning which will inform our decision making on kindergartens, maternal and child health and other early years buildings in the future. Officers will also investigate opportunities to prepare a Public Halls and Social Infrastructure Strategy in 2021/22 subject to resource availability.</p>		


Our Leadership & Management

Action	% Complete	Status
4.1.1 Manage the short and long-term financial sustainability of the shire through prudent financial management.	Ongoing	 MONITOR
<p>Annual budgets are prepared in a manner to ensure Council's working capital is maintained. The incoming Council have been briefed on Council's current financial sustainability challenges. Council have reviewed and discussed the 2021/22 draft budget at a workshop on 17 March. This will be presented to Council in April.</p> <p>Council will review current services and levels provided to the community as part of the 10 year Financial Plan. As a matter of prudent financial management officers advocate for revenue increases to line with rate cap to ensure Council costs do not continue to outstrip increased revenue.</p> <p>The budget is prepared and monitored according to Council's Budget Development and Management Policy.</p>		


Action	% Complete	Status
4.1.2 Maintain the 10 year long term financial plan (LTFP).	50.00	 ON TRACK
Further progress has been made with service plans and a schedule is in place to consult with Councillors through to adoption.		


Action	% Complete	Status
4.1.3 Identify new income opportunities	Ongoing	 MONITOR
The proactive management of grants has ensured opportunities are identified in a timely manner.		

Action	% Complete	Status
4.1.4 Maintain low risk audit rating for financial sustainability.	Ongoing	 MONITOR
The Victorian Auditor General no longer provides an overall risk rating in relation to financial sustainability. Council's results for 2019/20 show that four of the seven financial indicators published by the Victorian Auditor General to be low, with Internal Financing and Capital Replacement being medium risk and adjusted underlying result being high risk.		


Action	% Complete	Status
4.2.5 Ensure where ever possible decisions are debated and made in open Council meetings.	75.00	 ON TRACK
Consideration is given to all reports by the Governance team and sometimes the Executive Management Team also when it is proposed an item be heard in closed session. Internal practices have been refined in recent years to decrease the number of reports considered in closed session. No items of business have been considered in closed session during Q3.		


Our Leadership & Management


Action	% Complete	Status
4.2.6 Develop and implement a program of regular reporting on key activities to ensure they are focused on implementing priorities.	75.00	 ON TRACK
<p>All legislative reporting has been completed for 2019/20, the Annual Report was submitted to the Minister for Local Government November 2020 and the Local Government Performance Reporting Framework was submitted to Local Government Victoria in November 2020 also. The Annual Report is available on Council's website and the LGPRF results are available on the Know Your Council website. The Quarterly Performance Report for the period October - December 2020 was accepted by Council at its Ordinary Council Meeting on 24 February 2021.</p>		


Action	% Complete	Status
4.2.7 Organisational development and legislative compliance	Ongoing	 MONITOR
<ul style="list-style-type: none"> - Wide Area Network (WAN) project is almost completed with the remaining site being the Port of Apollo office. The current NBN service does not have sufficient bandwidth, as a result, an FTTP technology change application has been submitted to NBN Co. NBN works is on-hold pending Cultural Assessment for Port Site changeover. A decision made by EMT to not proceed with Whelan Street Apollo Bay Site after consultation with Apollo Bay Community Groups. Any future changes and Improvements to ICT infrastructure at Whelan Street site will be made in consultation with Apollo Bay Community Groups. - A Final Draft Disaster Recovery (DR) Plan was presented to EMT, SLT, Audit and Risk Committee in February 2021. With last remaining action to develop a DR test plan. - Citrix Virtualization Environment has been completed - updated to cater for secure way for Staff to WFH due to COVID-19. Additional hardware has now been installed to allow for key staff to access Citrix Environment secure remote service in event of Disaster Recovery scenario. - Online Infringements Payments facility for the community has been completed and available. - Procure to pay project has commenced with target implementation by next quarter. - Online facility to register new animals will commence by next quarter. - Upgrade project of key ICT infrastructure – Email Server has commenced migration from on premise to cloud environment. - GIS shared service team work is ongoing with a new approved 2 year MOU agreement with Brimbank City Council for GIS Services. - GIS Software replacement software Spatial Spectrum Analyst (SSA) project has been completed. Future enhancements to the solution will be based on Staff feedback. - Implementation of Victorian Protective Data Security Standards (VPDSS) commenced – Awaiting 21/22 Business Case commencement in order to complete Step 3, security risk assessment report. - Information Asset Register (IAR) data collection work has been completed. - Shared Network Drive restrictions completed – exemptions identified & migration of records commenced. - Teamware Library software closure commenced in order to decommission legacy software – in-house script developed for record migration. - Electronic document and records management system upgrade project has been completed at end of February 2021. 		

Our Leadership & Management


Action	% Complete	Status
4.3.8 Support organisational development to ensure key organisational capability areas support the organisation to deliver on Council priorities.	80.00	 ON TRACK
<p>Through engagement with the organisation, the People and Culture team identify organisational and cultural activities to support all employees. This is delivered through staff surveys, annual performance management cycle and review of policy and procedure all which are well underway for the 2020/21 cycle. The implementation of the new values and behaviours are providing a strong platform to drive the culture of the organisation and set standards and expectations of behaviours. The implementation of the e-learning program has allowed an accessible and effective way to support the training and awareness of compliance functions in the organisation. The organisation has commenced the development of a Workforce Plan and a Gender Equity plan to guide decision making and respond to the needs of Council and the Community.</p>		

Action	% Complete	Status
4.3.9 Manage our risk exposure, including providing a safe working environment where "Work Health and Safety is everyone's business"	80.00	 ON TRACK
<p>The OHS and Risk team continue to work with the organisation to ensure a high focus on the safety of employees and the community. Support is provided through up to date policies, advice and risk management processes. This includes health awareness and education, wellbeing and a comprehensive approach to injury or illness in the organisation. There has been an increased focus on risk and the development and implementation of new policies including, Sun Protection, Drug and Alcohol and a heat procedure.</p>		

Action	% Complete	Status
4.4.10 Implement a program of ongoing service reviews to ensure our services are efficient and effective and are valued by the community	Ongoing	 MONITOR
<p>No service reviews have been undertaken in 2020/21 as funds were reallocated in response to COVID. The draft 2021/22 Budget includes a funding allocation for service reviews of Services and Operations and the Colac Regional Saleyards.</p>		

Action	% Complete	Status
4.4.11 Enhance opportunities for increased local spending of Council expenditure.	Ongoing	 MONITOR
<p>Council's Procurement Policy includes a 5% mandatory weighting in the tender process for local content. Local content for LRCI funded projects being increased to 8%. Meeting with local contractors to discuss opportunities on a monthly basis. Trades breakfast being organised for June 2021.</p>		

Action	% Complete	Status
4.4.12 Develop partnerships to procure services and materials on a regional basis.	Ongoing	 MONITOR
<p>The Local Government Act 2020 calls for procurement partnerships where appropriate and this is incorporated into the review of the Procurement Policy as per the transition requirements of the 2020 Act. Meetings scheduled with local businesses to discuss procurement opportunities.</p>		

Action	% Complete	Status
4.5.13 Review the Community Engagement Policy to guide council decision making	Complete	
<p>Community Engagement Policy was adopted, is on our website and now operational.</p>		



Planning & Building Performance Report

Planning Performance

The number of applications received in March (51) was approximately double the average normally received in a month, with 107 received for the quarter, an 11% increase on the December quarter. The level of planning permit activity therefore continues to remain strong following high levels of activity in the second half of 2020.

With 301 applications received for the financial year to date, this represents an increase of incoming permit applications of 30% from the 308 received in the 2019/20 financial year.

This is having, and will continue to have for some months, a significant impact on the planning team workload.

The number of applications determined for the quarter (54) was significantly lower than the 107 received, but comparable to the 61 applications determined for the same quarter in 2020.

Officers are seeking to use contractor resources to ensure that processing times are not unreasonably impacted by the extra workload.

The number of applications determined in the 60 day statutory time frame of 64% for the March quarter is less than the aspirational benchmark of 85% but is a direct result of the significantly higher team workload (as identified above).

The result is comparable to the quarterly result for the Rural Average (67%), indicating that the high levels of permit activity are being experienced across regional Victoria and impacting on Council services more broadly.

Council's result is more favourable than the Peri-urban councils average of 54%.

100% of VicSmart applications were determined in the 10 business day statutory time frame, this being achieved 3 out of the last 5 months, which is a positive result. It again compares favourably to the Rural Average (77%) and Peri-urban councils (67%).

The median days for processing planning applications in the March quarter (75 days) is above the aspirational benchmark of 40 days and reflects the high level of workload with increased permit activity, but it compares favourably to the Rural Average (76 days) and the Peri Urban councils (105).

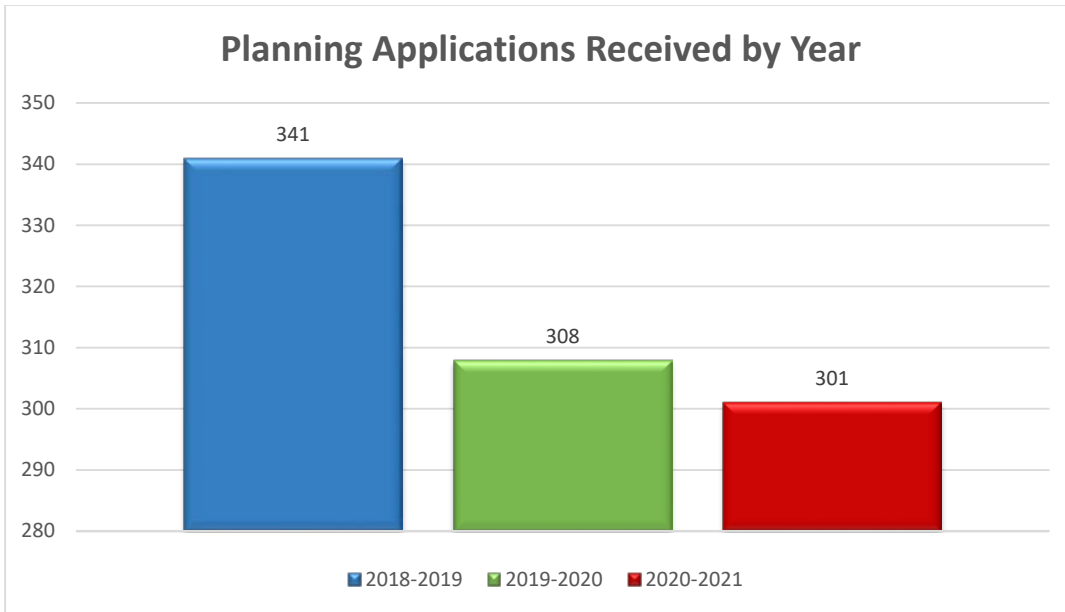
Building Performance

The high number of building notices/orders issued in February reflects the enforcement work undertaken by Council concerning swimming pools and barriers that did not comply with State Government regulations when the new swimming pool registration applications were received late in 2020.

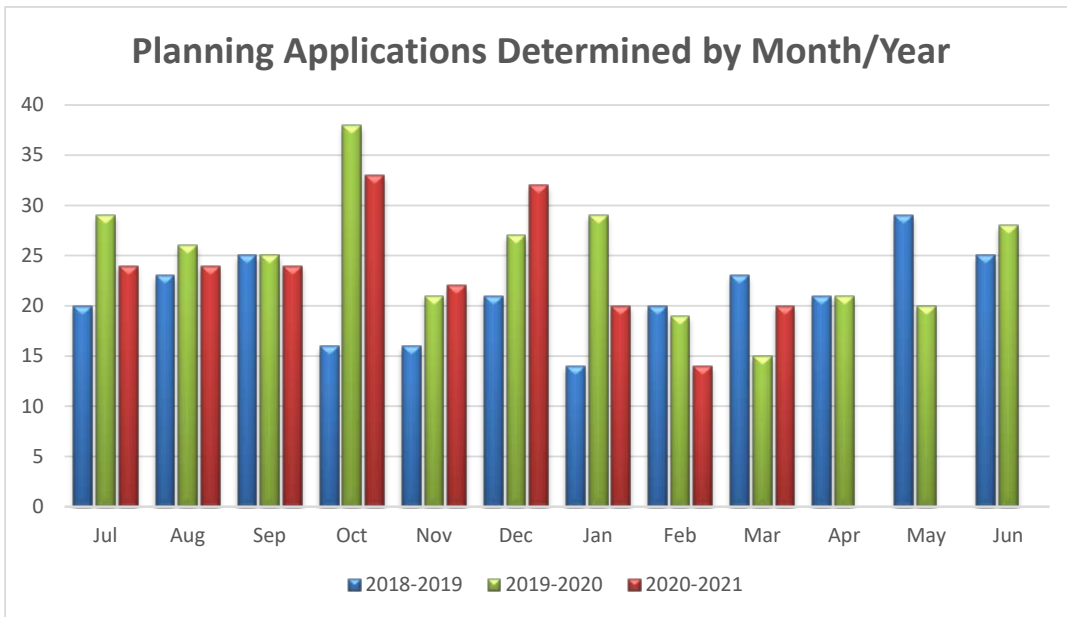
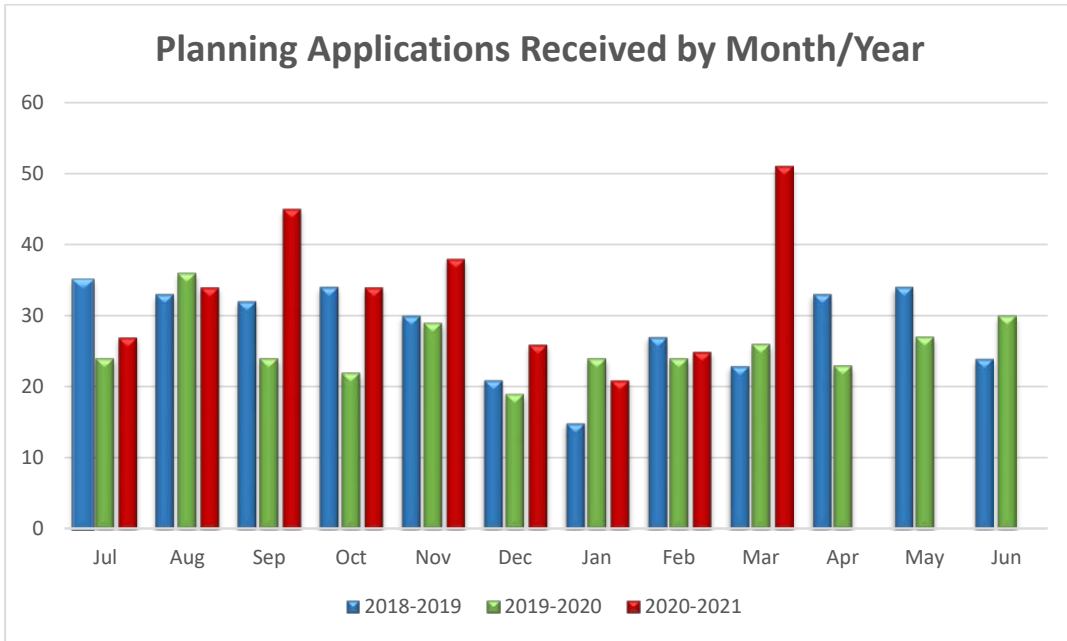
Staff have audited a number of pools to check for compliance, and been required to follow this up with instructions to make repairs and undertake works to achieve compliance.

Most pools and spas are now registered in accordance with the Regulations.

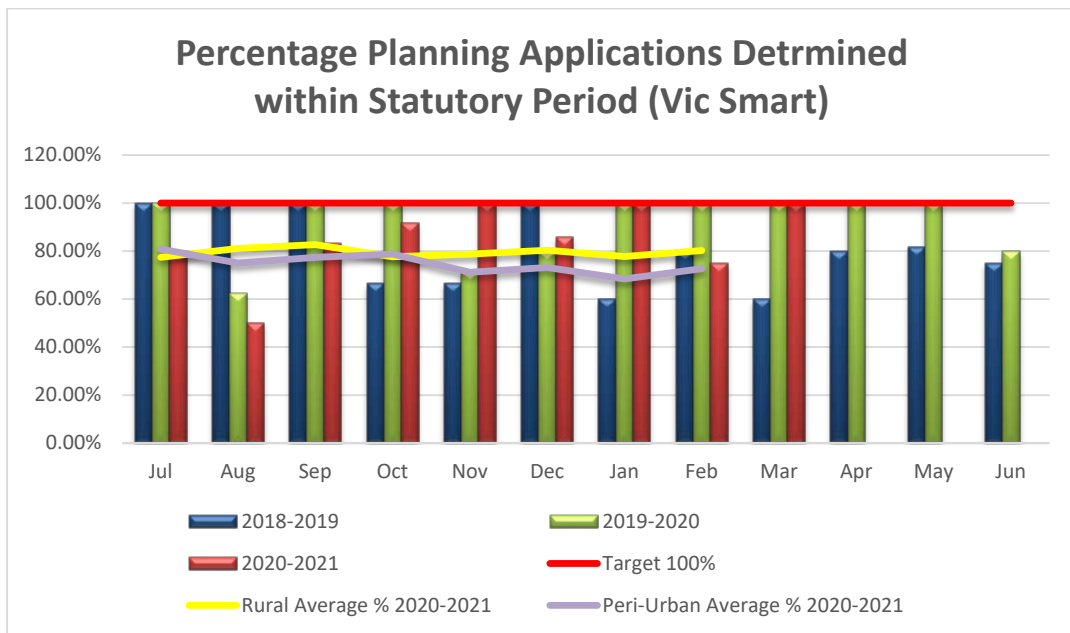
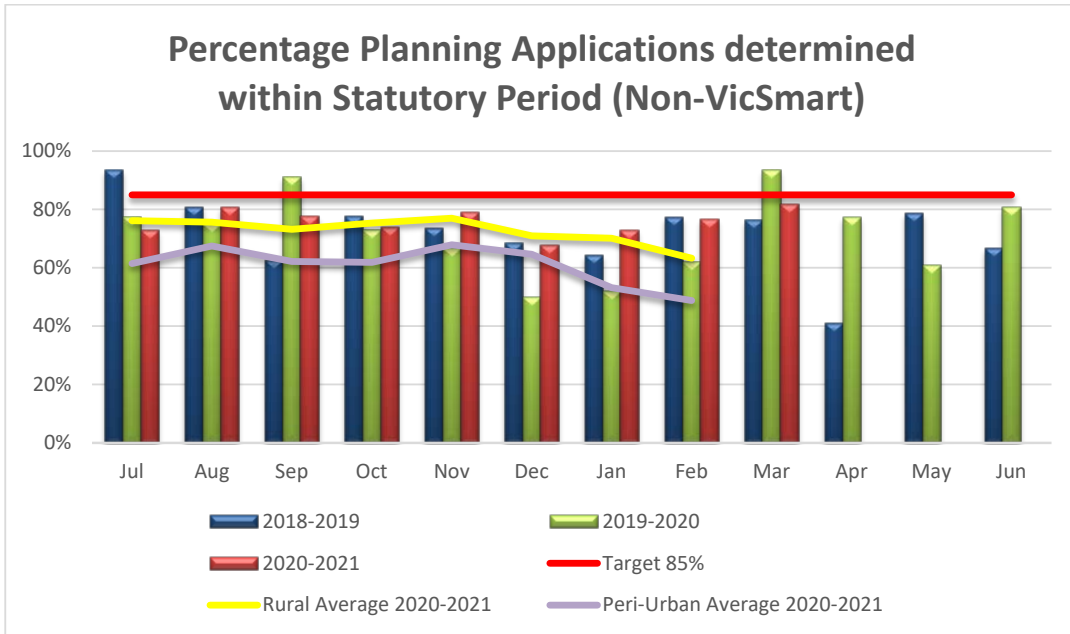
PLANNING & BUILDING REPORTING March 2021



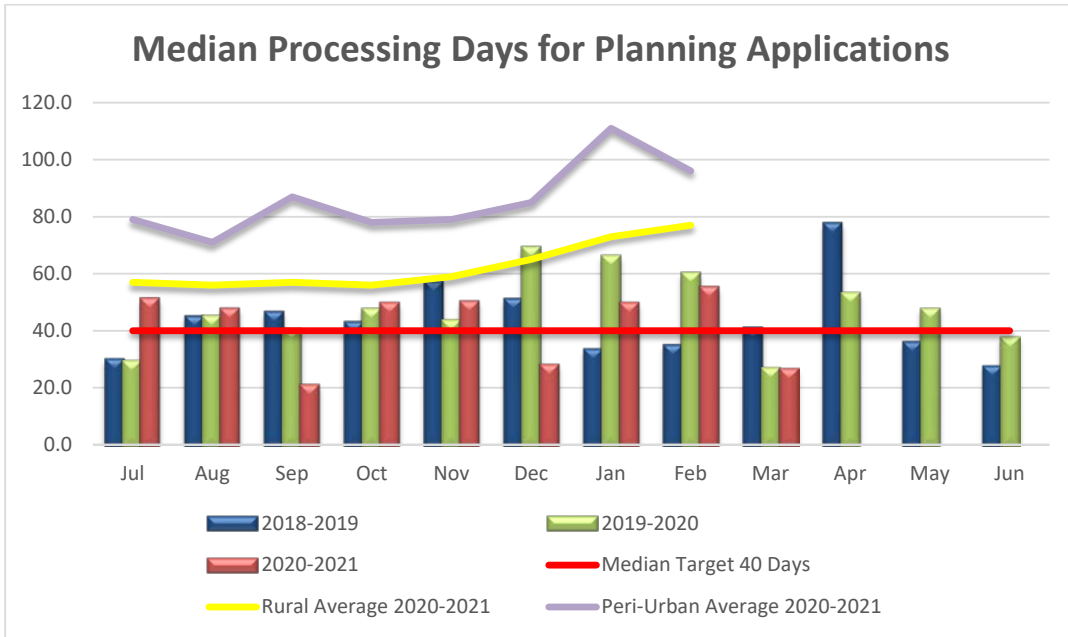
PLANNING & BUILDING REPORTING March 2021



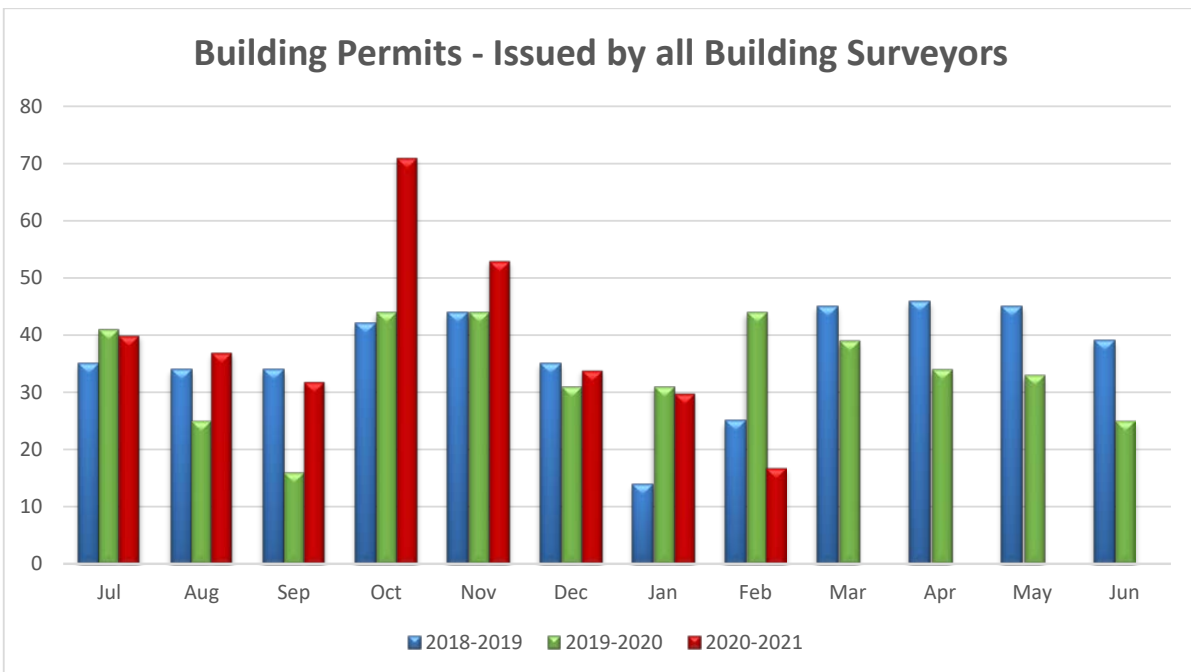
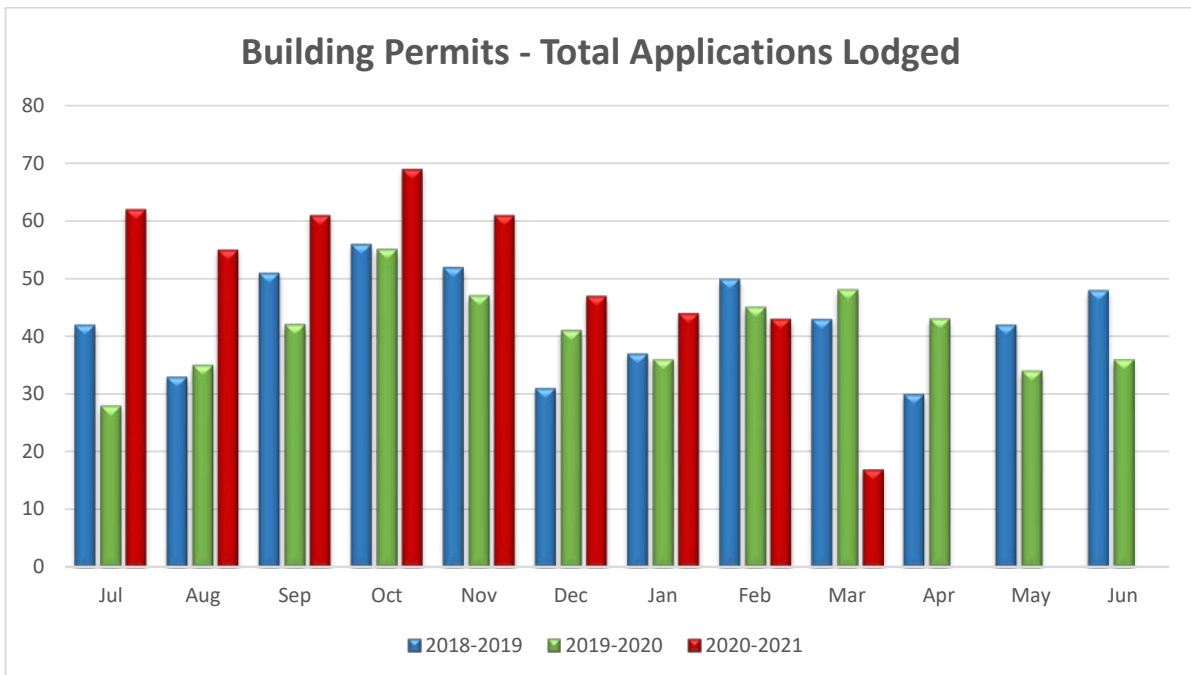
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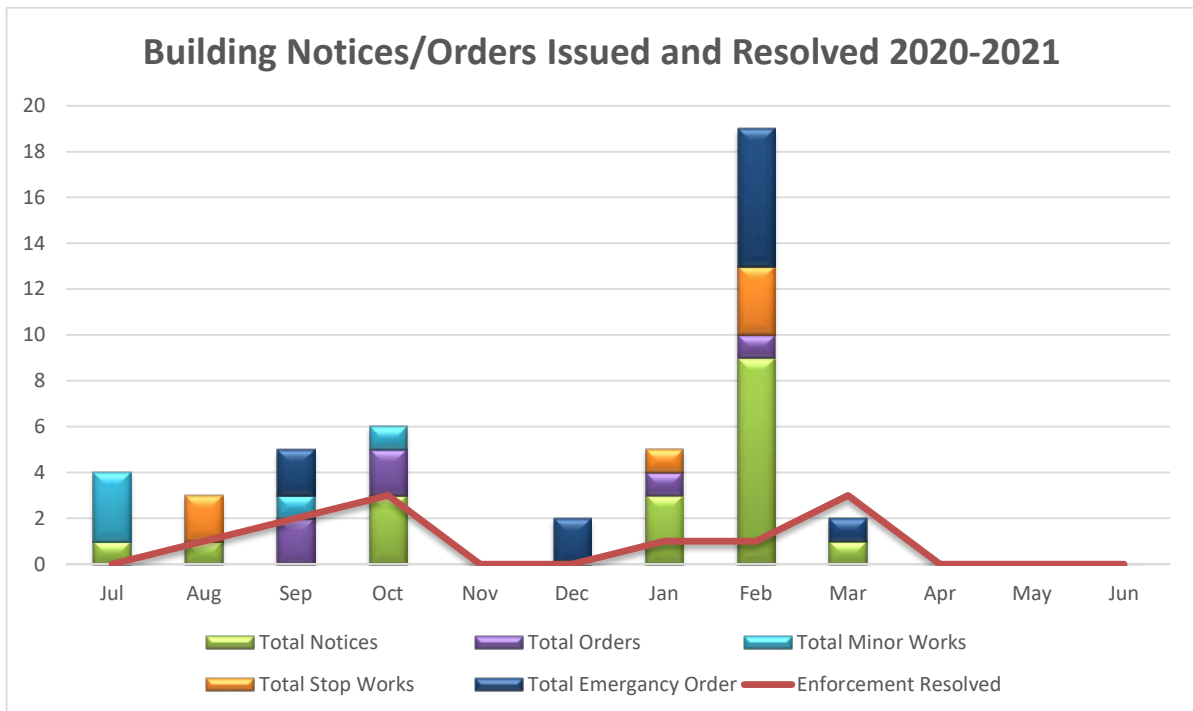
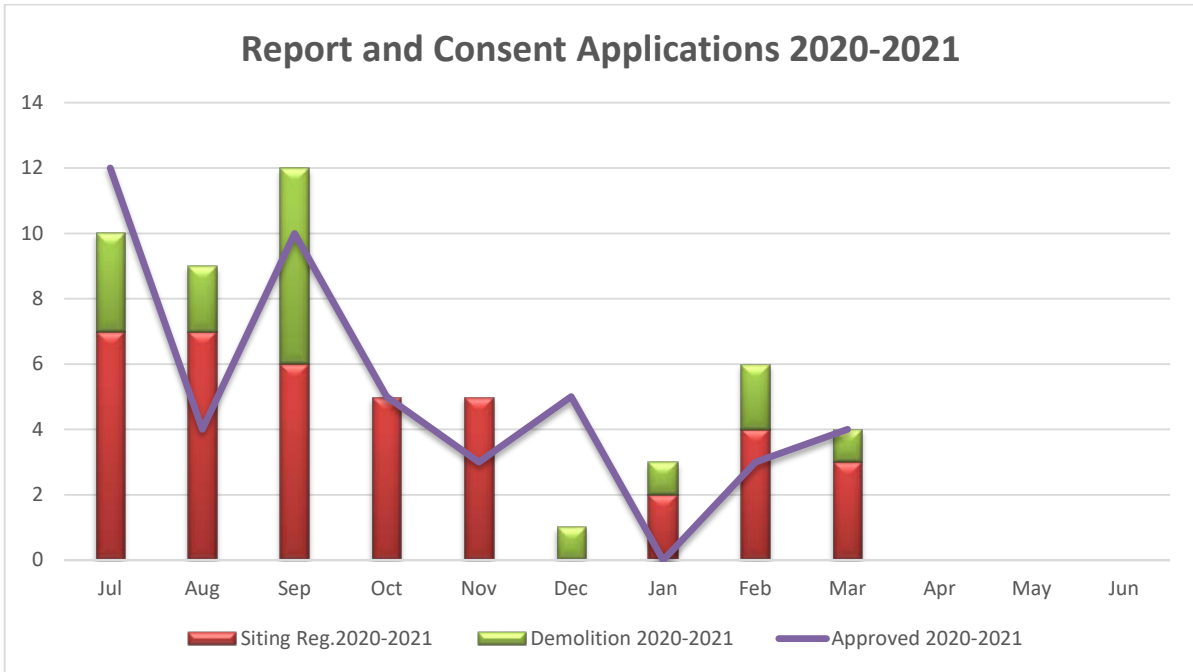


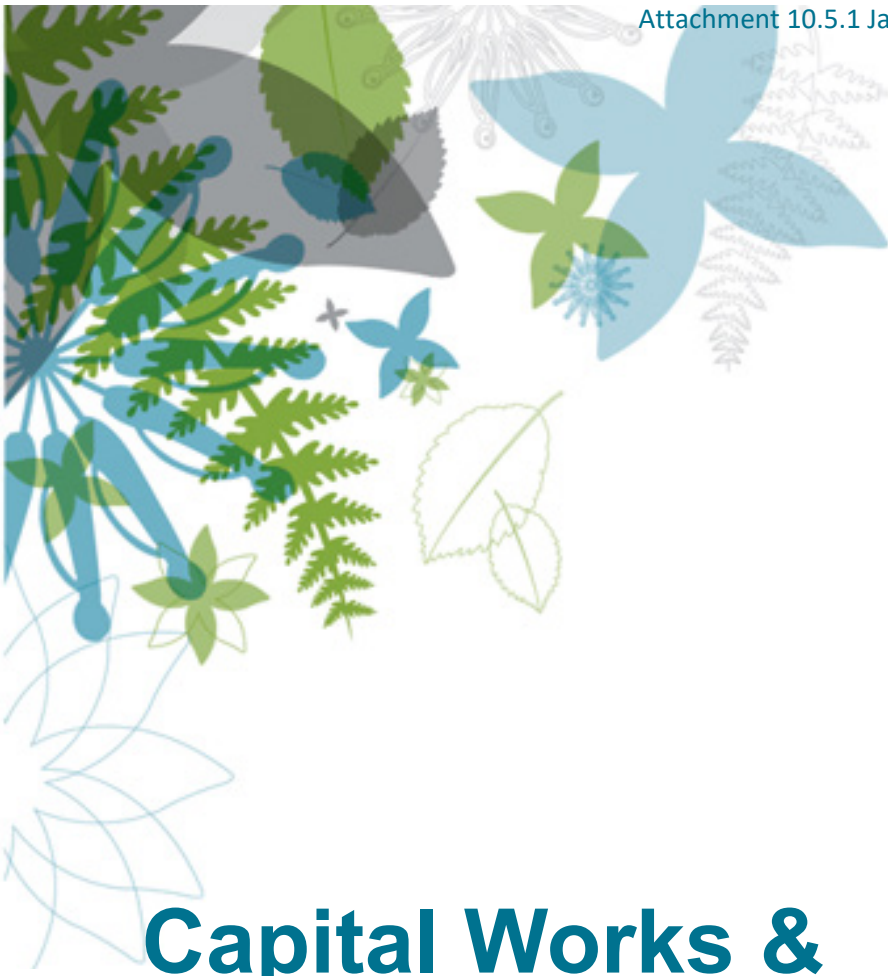
PLANNING & BUILDING REPORTING March 2021



Note: The building permit data for March is out of date given it does not reflect the more recent data on applications received and permits issued that have been received from private building surveyors. This will be updated for the next report.

PLANNING & BUILDING REPORTING March 2021





Capital Works & Major Initiatives Performance Report

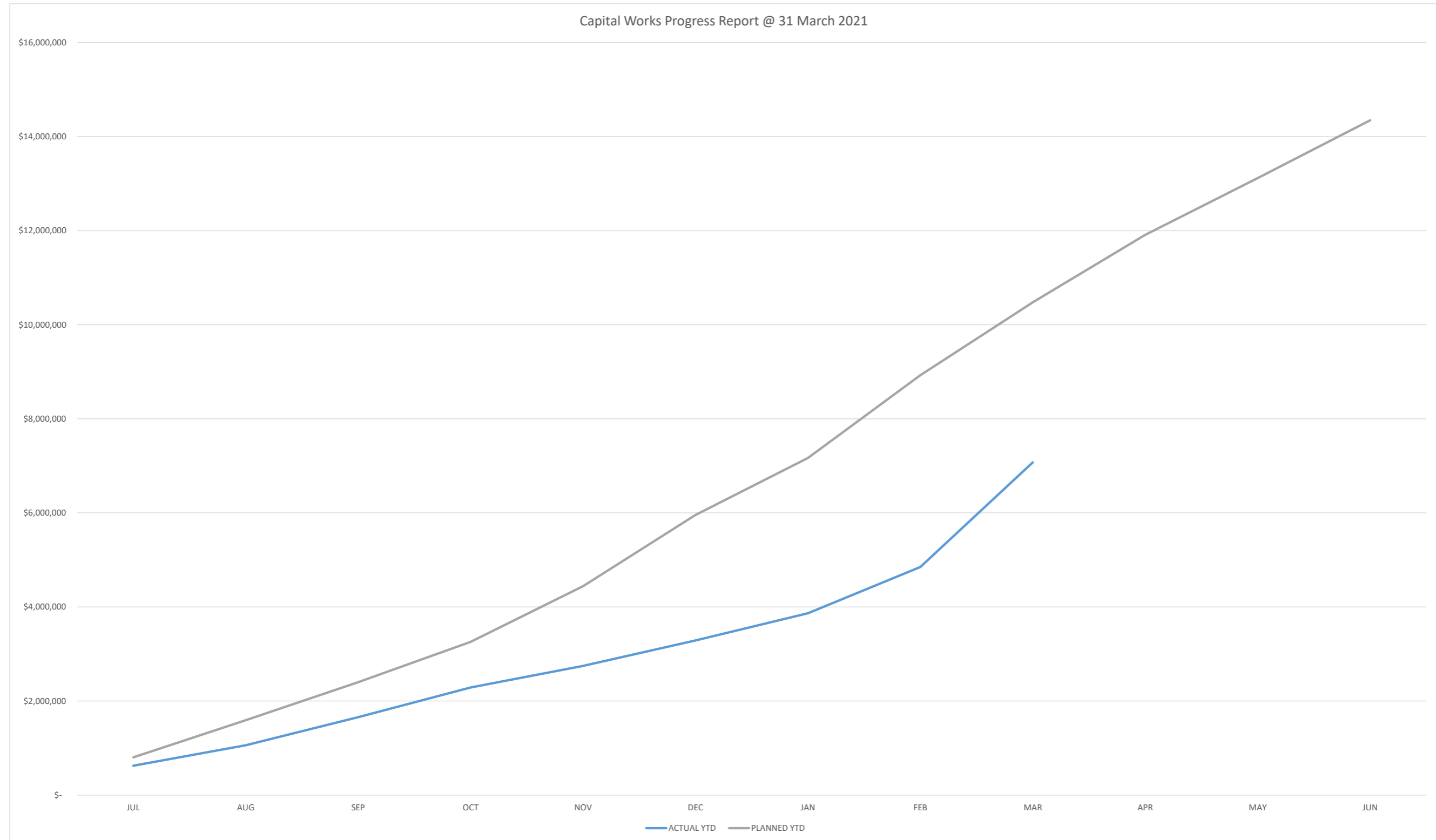
Capital Works Projects Status as at 31 March 2021

Programme	ANNUAL CURRENT BUDGET (\$)	SPENT TO DATE (\$)	(%) spent to date	OVERALL CURRENT programme risk rating	TIME	BUDGET	QUALITY	CM	STAKEHOLDER
Totals	14,434,467	7,074,689	49%						
Active Reserves	-	1,826	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Bridges Programme*	1,315,701	1,222,244	85%	EMERGING RISK	ON TRACK	EMERGING RISK	ON TRACK	ON TRACK	EMERGING RISK
Building Programme	657,931	112,152	17%	EMERGING RISK	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK
Footpath Programme*	924,002	429,398	46%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Furniture Programme	-	37,833	0%	AT RISK	AT RISK	AT RISK	AT RISK	AT RISK	ON TRACK
IT Projects	247,401	81,961	33%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Kerb and Channel Programme	140,952	5,390	7%	EMERGING RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK	EMERGING RISK
Land Acquisitions	-	-	0%						
Light Fleet Programme	720,000	343,085	48%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Major Plant Programme	1,705,000	817,300	48%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Open Space Assets	63,172	5,326	8%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Open Space Programme	891,532	916,738	81%	EMERGING RISK	ON TRACK	AT RISK	ON TRACK	ON TRACK	ON TRACK
Playground Programme *	831,444	45,701	5%	EMERGING RISK	AT RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK
Reseal Programme	808,539	574,960	71%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Resheet Programme	1,800,000	838,354	47%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Road & Street Furniture *	150,000	92,440	62%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Road Improvement *	830,394	188,430	23%	AT RISK	AT RISK	ON TRACK	EMERGING RISK	ON TRACK	ON TRACK
Road Stabilisation Programme	253,544	227,566	139%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Road Reconstruction *	1,880,000	775,772	41%	AT RISK	AT RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK
Crack Seal Programme	80,000	72,877	94%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Roadslip Programme	639,855	213,703	39%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Stormwater Programme	495,000	71,633	14%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	EMERGING RISK

* Programs include LRCI projects which are reported separately

Capital Works - LRCI - Projects Status as at 31 March 2021

	OVERALL CURRENT programme risk rating	TIME	BUDGET	QUALITY	CM	STAKEHOLDER
Projects At Risk						
Bridge Program						
Forest Street Bridge Replacement	AT RISK	ON TRACK	AT RISK	ON TRACK	ON TRACK	ON TRACK
Building Program						
Bluewater Roof Replacement	AT RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
Forrest Caravan Wastewater Upgrade	AT RISK	AT RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK
Open Space Program						
Central Reserve Lights & Netball Courts	AT RISK	ON TRACK	AT RISK	ON TRACK	ON TRACK	ON TRACK
Elliminyt Recreation Reserve Velodrome	EMERGING RISK	ON TRACK	AT RISK	ON TRACK	EMERGING RISK	EMERGING RISK
Playground Program						
Memorial Square Playspace	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK



Major Initiatives Report - March 2021

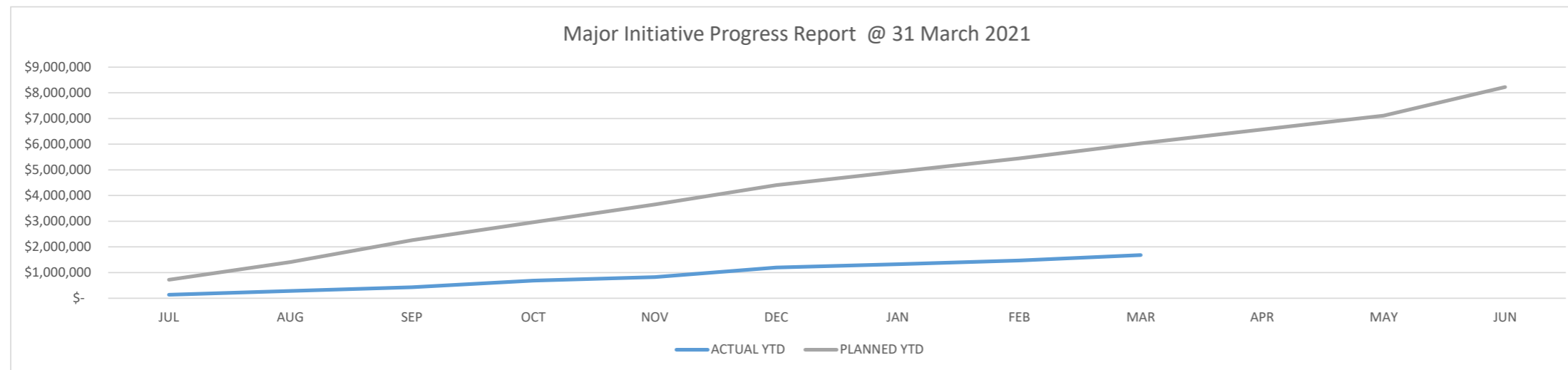
PROGRAMME					Specific risks				
	ANNUAL CURRENT BUDGET (\$)	SPENT TO DATE (\$)	(%) spent to date	OVERALL CURRENT project risk rating	TIME	BUDGET	QUALITY	CONTRACT M'MENT	STAKEHOLDER
	8,215,203	1,670,149	20%						
00033874 - Beyond the Bell & GROW Project	-	-	100%						
00034116 - 2016-17 Major Project - Bruce St Investigation	23,000	14,091	100%	EMERGING RISK	ON TRACK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK
00034118 - 2016-17 Major Project - Council Property Management Framework	20,000	-	0%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00034639 - 2017-18 Major Project - Streamlining Planning Scheme - cutting red tape	700	696	99%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00034649 - 2017-18 Major Project - Economic Development - Forrest Mountain Bike Trail Implementation	83,321	48,224	58%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00034870 - 2017-2018 - Small Town Improvement Programme (STIP) - Apollo bay Memorial Options Plan	7,000	-	0%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	EMERGING RISK
00035004 - 2017-18 Major Project - Amendment C90 - Flood Overlay Changes	10,000	10,076	101%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00035086 - 2018-19 Operating Projects - Pound Road records archive remediation and administration	37,968	150	0%	EMERGING RISK	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK
00035088 - 2018-19 Operating Projects - Trim Upgrade and Development	19,697	16,992	86%	ON TRACK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00035090 - 2018-19 Operating Projects - Alvie Landfill Audit Recommendations Implemenation	-	2,404	100%	COMPLETE					
00035093 - 2018-19 Operating Projects - CCTV Upgrades for Colac CBD	27,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00035095 - 2015-16 Major Project - Birregurra Stormwater Drainage Strategy	80,000	69,688	87%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00035102 - 2018-19 Operating Projects - Memorial Square Toilet Design (Masterplan Implementation)	48,677	46,692	93%	AT RISK	AT RISK	EMERGING RISK	ON TRACK	ON TRACK	EMERGING RISK
00035103 - 2018-19 Operational Projects - Apollo Bay Harbour Precinct Development Plan	90,602	43,630	48%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00035104 - 2018-19 Operating Project - Relocation of Apollo Bay Kindergarten	-	138	100%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	EMERGING RISK
00035105 - 2018-19 Operating Project - GROW Project	12,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00035905 - 18-19 Mid Year - Opreating Projects - Former Colac High School Site Master Plan	17,407	1,950	11%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00035908 - 18-19 Mid Year - Operating Projects - Colac Civic Precinct Plan	232,412	63,069	27%	EMERGING RISK	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK
00035910 - 18-19 Mid Year - Operating Projects - Revised Erosion Management Overlay Mapping	64,976	56,590	87%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00035911 - 18-19 Mid Year - Opreating Projects - Development of Public Toilet Strategy	45,000	14,004	19%	AT RISK	EMERGING RISK	AT RISK	ON TRACK	ON TRACK	EMERGING RISK

Major Initiatives Report - March 2021

PROGRAMME					Specific risks				
	ANNUAL CURRENT BUDGET (\$)	SPENT TO DATE (\$)	(%) spent to date	OVERALL CURRENT project risk rating	TIME	BUDGET	QUALITY	CONTRACT M'MENT	STAKEHOLDER
	8,215,203	1,670,149	20%						
00035949 - 2019-20 Operating Projects - ICT - Works Management System	30,000	-	0%						
00035950 - 2019-20 Operating Projects - ICT - ePlanning - Public Portal	50,000	-	0%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00035953 - 2019-20 Operating Project - Infrastructure External Design	-	40,689	100%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00035954 - 2019-20 Operating Project - City Deal Project - Apollo Bay Harbour Redevelopment	4,163,765	326,736	8%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00035958 - 2019-20 Operating Projects - S&O Safety Audit Action Plan	20,008	37,601	188%	ON TRACK	ON TRACK	AT RISK	ON TRACK	ON TRACK	ON TRACK
00035959 - 2019-20 Operating Projects - Kerbside Collection & Transfer Station Operations Contract Preparation	30,000	36,996	123%	COMPLETE	ON TRACK	AT RISK	ON TRACK	ON TRACK	ON TRACK
00035968 - 2019-20 Operating Projects - Domestic Wastewater Management Plan Review	15,000	5,875	39%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00035974 - 2018-19 Major Project - Colac West Development Plan	51,000	49,820	98%	AT RISK	EMERGING RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK
00036014 - Operating Project - Communities Combating Pests & Weeds Impacts During Drought 2019-2020	104,724	106,245	101%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036241 - 2018-19 Operating Project - Apollo Bay Community Infrastructure Plan	147,040	93,797	64%	AT RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK	AT RISK
00036315 - 2019-20 Operating Project - Gender Equity	4,300	5,000	116%						
00036356 - 2019-20 Major Project - J Barrys Road Industry Development Plan	89,120	25,640	29%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036385 - 2019-20 Operating Project - OBRT Risk Assessments	-	11,300	100%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036427 - 2020-21 Operating Project - Bruce Street Landfill Audit	55,000	15,000	27%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036428 - 2020-21 Operating Project - Alvie Landfill - Update & Verify Rehabilitation Plan	35,000	10,000	29%	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036429 - 2020-21 Operating Project - Councillor Induction Program	10,000	10,015	100%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036430 - 2020-21 Operating Project - Forrest MTB Revitalisation	750,000	-	0%						
00036432 - 2020-21 Operating Project - Planning & Building ICT Improvements	15,000	7,047	47%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036434 - 2020-21 Operating Project - Preparation Municipal Public Health & Wellbeing Plan	30,000	2,586	9%	ON TRACK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036438 - 2020-21 Operating Project - SpendMapp - Regional Spend Data to evaluate Local Economy, Events, Visitor habits etc	15,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK

Major Initiatives Report - March 2021

PROGRAMME					Specific risks				
	ANNUAL CURRENT BUDGET (\$)	SPENT TO DATE (\$)	(%) spent to date	OVERALL CURRENT project risk rating	TIME	BUDGET	QUALITY	CONTRACT M'MENT	STAKEHOLDER
	8,215,203	1,670,149	20%						
00036439 - 2020-21 Operating Project - Apollo Bay Early Years Hub - Council Contribution	500,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	EMERGING RISK
00036440 - 2020-21 Operating Project - COS Central Enrolment for Kindergarten	75,000	-	0%	EMERGING RISK	EMERGING RISK	EMERGING RISK	EMERGING RISK	EMERGING RISK	EMERGING RISK
00036441 - 2020-21 Operating Project - Colac Otway Shire Advertising and Marketing	10,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036442 - 2020-21 Operating Project - Development of the Council Plan 2021-2025	25,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036443 - 2020-21 Operating Project - Services & Operations Bring Your Own Device (Phone)	15,360	520	3%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036445 - 2020-21 Operating Project - Grant Preparation / Detailed Design	100,000	24,958	42%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	EMERGING RISK
00036464 - 2020-21 Operating Project - Energy Efficient Main Roads Street Lighting Upgrade Completion	70,000	-	0%	EMERGING RISK	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK
00036465 - 2020-21 Operating Project - ICT Program	317,976	79,577	25%	AT RISK	AT RISK	EMERGING RISK	EMERGING RISK	EMERGING RISK	AT RISK
00036468 - 2020-21 Operating Project - Recurrent Access and Compliance Works - Public Spaces and Facilities	15,000	52	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036471 - 2020-21 Operating Project - Community Vision Plan	100,000	28,858	29%	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036507 - 2019-20 Operating Project - City Deal Project - Great Ocean Walk Stage 1 Wild Dog to Skenes Creek	169,778	113,263	67%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036508 - 2019-20 Operating Project - City Deal Project - Infrastructure Improvements Kennett River	276,512	182,116	66%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036596 - 2020-21 Operating Project - Local Planning & Change Management Grant	31,818	-	0%						
00036664 - 2020-21 Major Project - Amendment C106 - Heritage Overlay	11,000	1,680	15%	AT RISK	AT RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036665 - 2020-21 Operating Project - Transition of Library Services	-	17,918	100%	ON TRACK	ON TRACK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK
00036721 - 2020-21 Operating Projects - LRCI Fund - Apollo Bay Recreation Reserve	40,000	39,352	98%	COMPLETE					
00036745 - 2020-21 Operating Projects - Kerbside Transition	-	4,164	100%	COMPLETE					
00036749 - 2020-21 Operating Project - Amendment C110cola - Cressy Restructure Plan Overlay Amendment	3,042	4,950	163%	EMERGING RISK	EMERGING RISK	ON TRACK	ON TRACK	ON TRACK	ON TRACK
00036758 - 2020-21 Operating Project - Bruce Street Solar Array	20,000	-	0%	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK	ON TRACK





Financial Performance Report

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

Executive Summary

The financial performance of Council remains consistent with the adopted budget. As discussed below there are some variances to budget expected, but overall these will not materially alter Council's overall financial position.

After taking the 2019/20 actual results into consideration (including carry forwards), the following summary can be provided in relation to the 2020/21 forecast results.

Compared to the adopted budget:

- The Original Budget adopted an operating deficit of (\$448k).
- The September 2020 forecast adjustments increased the operating result by \$1.395m to \$947k.
- The December 2020 forecast adjustments reduced the operating result by \$351k to \$596k.
- The March 2021 forecast adjustments increased the operating result by \$2,388k to \$2,984k.
- Capital works program is forecast to increase by \$88k to \$14.4m.
- Closing cash balance is currently forecast to increase by \$388k to \$14.9m.
- Reserve balance is forecast to remain unchanged at \$14.3m. I.e. Cash will exceed reserves by approximately \$600k.

Further detail of these results are contained within the body of this report. The current forecast assumes that all major projects and capital works are completed on 30 June 2021 and that 50% of the 2021/22 Federal Assistance Grants are received in advance again.

Impact of the COVID-19 pandemic on the 2020/21 budget

The 2020/21 budget was impacted by the onset of the COVID-19 pandemic, requiring Council to make amendments to support the community and cover expected lost revenue and increased costs resulting from the pandemic. These amendments included a reduction in spending of \$1.94m to enable Council to deliver a responsible budget. This reduced spending was to cater for:

- Allocated \$950k to help lead and support the community.
- \$785k expected lost revenue/additional cost (refer to Table 1):
 - \$455k operational impact in 2019/20
 - \$330k operational impact in 2020/21

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

Table 1

	2019/20	2020/21	Total	
<u>Lost Revenue/Additional Cost</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>Comments</u>
BWFC	(40)	(40)	(80)	Reduced user income, partially offset by reduced employee costs and utility charges
COPACC	(80)	(20)	(100)	Reduced ticketing income, partially offset by reduced employee costs
Interest on Rates	(15)	-	(15)	Interest to be waived until 30 June 2020
Additional IT Infrast.	(75)	-	(75)	System upgrade and remote access for staff to continue working
Visitor Information Centre closures	(30)	(30)	(60)	\$15k per month lost revenue/offset by \$5k in casual wages per month
Audio/Visual Conferencing Hardware and Software	(50)	-	(50)	To enable Council business to continue
Additional cleaning services	(70)	(70)	(140)	\$5k per week
Employee Costs - Delay recruitment	50	-	50	Estimate across the organisation
PPE Equipment	(15)	-	(15)	Masks, hand sanitiser & wipes for staff protection
Reduced Planning & Building Permit revenue	-	(50)	(50)	Reduced permit demand & loss of fee revenue due to economic impacts
Virus Vaccination (when available)	-	-	-	Cost unknown at this time
Reduced Local Laws Infringements. Fees, etc	(80)	(70)	(150)	
Other	(50)	(50)	(100)	Contingency for additional expenditure
	(455)	(330)	(785)	

It is important to note that \$1.35m of this reduced spend was relating to Capital Works, which is not reflected in the Operational Result. The budget was therefore constructed to produce an operational deficit, but to still maintain Council's working capital.

The reduction in Capital Works, included reductions to the following:

- Sealed Road Resealing Program (\$350k)
- Building Renewal (\$250k)
- Unsealed Road Reconstruction Program (\$200k)
- Footpath Renewal Program (\$100k)
- Matching Grants Funding Allocation (\$448k)

The budget contained flexibility for Council should the final cost be greater than \$785k, such as reducing the amount allocated to the Business and Community Support Fund or borrowing from internal reserves.

March Update of COVID-19 impact

Officers continue to monitor the estimated impacts of COVID-19, which are still considered reasonable at this stage. Below are the changes to the forecasted operational impact of the Pandemic:

- School Crossings – Reduced expenditure due to reduced staffing requirements (\$13k).
- COPACC – Costs of COVID lower than expected (\$288k).

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

- Planning, Building & Health (\$126k) – Additional town planning fees and staff savings, reallocated to Community Engagement position.
- Reduced organisational training expenditure - Largely related to working from home conditions (\$20k).
- Visitor Information Centres - Impact of COVID more favourable than expected (\$18k).
- Information Management Department - Delayed staff training due to COVID (\$9k).
- OPASS (\$3k) – Training and printing savings due to COVID.
- Economy & Business Enterprises (\$6k) – Community Garden Awards not run due to COVID.
- Reduced penalty interest - Extended period of no penalty interest to 30 June 2021 (\$55k).
- Bluewater Leisure Centre – The centre was required to be closed longer than expected, resulting in reduced revenue, partially offset by reduced expenditure. This had an unfavourable operational impact (\$91k).
- Sanitation Costs – Working for Victoria (W4V) staff have been utilized throughout the July 20 – December 20 period. The sanitation costs post-W4V funding will have an unfavourable operational impact (\$100k).

COVID Business & Community Support Package

Program	Budget Allocated \$'000	Budget Spent \$'000	Budget Remaining \$'000	Comments
Rent / Fee waivers for community sporting groups within Council-owned land / grounds and buildings	31	31	0	
Street Furniture Annual fees for 2021 year	48	46	2	
Waiver of fees for food and health premises for the 2021 year (including banners, A-frames, dining units and square metres of goods)	172	172	0	
Interest-free grace period for late rate payments	75	130	(55)	This was extended from 31 December to 30 June 2021
Fees and charges not changing from 19-20	100	100	0	There have been other changes here, but this was the original impact
Lease / Licence relief for commercial and community tenenats of Council owner or managed land	37	84	(47)	Additional lease relief was provided ontop of that orionally budgeted due to the length of COVID-19 impact and providing relief in line with the Victorian State guidelines
Business Diversification Grant Program	60	53	7	
Small Arts Grant Program	20	20	0	Fully Allocated
COPACC Assitance Grant Expansion	12	3	9	Can be re-distributed
Buy Local Campaign	40	28	12	
Toruism Marketing Campaign	30	5	25	Waiting on GORRT campaign for partnership
Event Audit	28	28	0	
Purchase of Events	21	0	21	To be allocated as events arise
Unallocated budget for business & community support	277	0	277	
Total	950	699	251	

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

OPERATING RESULT

Council's net surplus to 31 March 2021 is \$11m.

Council's original operating budget showed a net deficit of (\$448k). Table 2 was presented to Council as part of the December 2020 Quarterly Report, providing a reconciliation to the forecast surplus of \$596k.

Table 2

	\$'000
2020/21 Adopted Budget Surplus/(Deficit)	(448)
Operating Carry Overs from 2019/20*	(702)
Port of Apollo Bay Carry Overs from 2019/20*	(175)
Major Initiatives Carry Overs from 2019/20)*	(934)
Outstanding Grants relating to above 2019/20 projects*	1,413
2020/21 LRCI Funding received- Government Budget Grant increase above expectations.	1,662
Insurance – Unbudgeted legal Reimbursement	284
Beeac land sale	60
Increase in number of subdivision on Roads Permits	55
Infrastructure Development - Engineering fees received	51
MAV 2020/21 Invoice processed in 2019/20	40
Less recruitment costs due to reduction in employee turnover	35
Unbudgeted Family Day Care funding received - Federal Support	31
Increase in expected Waste Water System Fee Income	21
Staff satisfaction Survey- Reduction in resourcing requirements	20
Information Management Department - Delay in trainee recruitment	19
Old Beechy Rail Trail – Insurance was not budgeted	(11)
Council resolved to apply zero fees for administration of Building Notices and Orders	(12)
Bruce St investigation - Government reform delay in work	(15)
Bruce Street Solar Array – To be included as part of budget adoption	(20)
Rent for Pound Road Depot incorrectly excluded from budget	(23)
Building Permit Fees - No permit related fees will be received due to Council service change to no longer process building permit applications	(25)
Insurance premium increase above expectations - MAV Insurance - Local Government Liability	(30)
Colac Civic Precinct Plan – Increased scope of project - Agreement to undertake concept planning for the offices/COPACC with DELWP	(30)
BoQ - Payment to liquidators to release equipment – Not budgeted	(32)
Insurance premium increase above expectations - Councillor & Officer Liability	(35)
Increase in budget for product scoping – Detailed design works for potential grant funding opportunities	(50)
Colac West Development Plan - Additional heritage work required to complete project - This project was on hold due to government planning scheme review.	(51)
Infrastructure Development - Increased resourcing required to generate increased engineering fee income – Engineering fee income was favourably adjusted in the September forecast.	(56)
Pennyroyal Hall Contributions – Contributions not budgeted	(57)

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

Relocation of Flying Foxes – Required works above expectations	(70)
Reduction in investment interest – reduced cash rate impacting Term Deposit interest rates received.	(75)
Federal Assistance Grant Allocation less than budgeted. (allocation was less than the budgeted increase of 2.5%)	(120)
Other (<\$10k)	9
Changes to expected impact of COVID	
COPACC – Costs of COVID lower than expected	53
Less organisational training expenditure - Largely related to working from home conditions.	20
Visitor Information Centres - Impact of COVID more favourable than expected	18
School Crossings – Reduced expenditure due to COVID	13
Information Management Department - Delayed staff training due to COVID	9
Reduced penalty interest - Extended period of no penalty interest (1/1 – 30/6)	(55)
BWFC – Extended closure due to COVID, resulting in reduced income being partially offset by reduced expenditure.	(91)
Sanitation Costs – Increase in requirements to sanitise premises	(100)
Net Forecast adjustment	1,044
2020/21 Annual Forecast Surplus/(Deficit) as at 31 December 2020	596

*These amounts relate to approved projects that were not complete by 30 June 2020, but still require completing in 2020/21 (Carry over). The funding of these projects are provided for in Council's working capital balance.

Actual results for the 9 months to 31 March 2021 are generally showing that Council will achieve the financial position adopted in the 2020/21 adopted budget. However, Table 3 summarises forecast adjustments that have been identified by Managers within the March 21 quarter. These adjustments reflect a forecast net surplus of \$3m.

Table 3

	\$'000
2020/21 Annual Forecast Surplus/(Deficit) as at 31 December 2020	596
Maternal & Child Health 20/21 Budget error - staff resourcing required but missed in the budget process	(37)
Family & Children Services - Net movement - additional income for family day care and 20/21 budget error - staff resourcing	41
Health Active Communities - Additional income for Aboriginal Engagement - healthy babies stronger families	44
Recreation & Open Spaces - Additional income for reserves master plans	27
Community Engagement - New position. No increase in FTE as this was transferred from the public health area	(66)
Movement of operating budget to capital works – STIP program works	96
Various other operating movements	13
Federal Assistance Grant Allocation less than budgeted. (It is expected that the 50% in advance payment will be less than expected, if received in June 21)	(54)
Birregurra drainage strategy	(45)
Depreciation – Reduction in depreciation rates following an internal review	2,000
Changes to expected impact of COVID	
Manager Planning, Building and Health – Additional town planning fees and staff savings. FTE reallocated to Community Engagement position.	126
OPASS – Training and printing savings due to COVID.	3
COPACC – Due to COVID, not open or operating to full capacity. Savings in staff and	235

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

operating costs.	
Economy & Business Enterprises – No Community Garden Awards.	6
Net Forecast adjustment March 2021	2,388
2020/21 Annual Forecast Surplus/(Deficit) as at 31 March 2021	2,984

There remains a number of uncertainties surrounding Council expenditure in 2020/21. These uncertainties include:

- 2-way radio contract.
- Further work relocating Flying Foxes.
- Costs associated with Council's transition to join the Geelong Regional Library Corporation (GRLC).

Major Initiatives

Per the attached schedule, \$1,670k of Major Initiatives have been expended as at 31 March 2021. This represents 30% of the original budget (\$5.6m), but only 20% of the forecast (\$8.2m). \$572k of revenue has been received in relation to major initiatives, which represent 10% of the annual forecast (\$6m).

Rates and Charges

The forecasted Rates and Charges have been adjusted to reflect reduced penalty interest due to an extended period of no penalty interest (\$55k).

Grants

Grants are progressing ahead of budget primarily due to timing and \$1.19m of new grant revenue being included in the forecast in relation to the unbudgeted, fully funded, projects. Corresponding expenditure has been included in Material and Services and Employee Costs (No net impact):

- Working For Victoria - \$1.08m.
- MCH - \$75k.
- Local Planning and Change Management funding - \$32k.

In addition to these projects, additional LRCI Funding of \$3.4m is forecast to be received, which will increase the Capital Works Program by the equivalent amount.

Contributions – Monetary

Contributions are forecast to achieve budget.

Other Income

Other Income received in 2020/21 is forecast to increase, due to the following:

- Reimbursement of legal expenditure - \$284k.
- Engineering fees - \$78k.

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

Employee Costs

Employee costs for 2020/21 have been forecast to increase by a total of \$430k due to the following:

- \$784k - Fully-funded by the Working for Victoria grant funding. Due to the timing of the contracted employment, the majority of this expenditure will be recognized in the July – December 2020 period.
- Employee cost savings within COPACC, School Crossings and Bluewater Leisure Centre due to COVID-19.

Material and Services

Materials and Services at 31 March 2021 were \$13.6m, which represented 60% of the original budget (\$22.5m) and 52% of the forecast (\$26.3m). The forecast has been adjusted to include carry forwards and the expenditure relating to new funded projects, including:

- \$296k - Fully-funded by the Working for Victoria grant funding.

There was \$20k expended on legal fees for the quarter ending 31 March 2021, bringing the total spend on legal fees in 2020-21 to \$104k. The legal expenditure related to the following matters:

- Waste Contract (\$52k)
- 2-Way Radio (\$10k)
- Tiger Rail Trail – Carriageway Easement (\$6k)
- Other (Individually <\$5k) (\$36k)

As a comparison, total Legal costs incurred for the 12 months ending 30 June 20 were \$496k.

CAPITAL WORKS

As per the attached report, \$7.1m of the capital works program has been delivered to 31 March 2021. This represents 70% of the original budget (\$10.1m) and 48% of the current forecast (\$14.4m)

Council's original Capital budget totalled \$10.1m. Table 4 provides a reconciliation to the current forecast of \$14.4m.

Table 4

	\$'000
2020/21 Capital Works Budget	(10,171)
Capital Projects Carry Overs from 2019/20*	(2,204)
2020/21 LRCI Funding - Government Budget Grant increase above expectations, resulting in increased capital works	(1,660)
Bridge Rehabilitation Programme – Budget not sufficient to complete programme of works	(141)
Central Reserve – Increased scope of works resulting in additional costs	(170)
2020/21 Capital Works Forecast as at 31 December 2020	(14,346)
Forecast adjustments in Mar 21 – Reallocation of operating funds	(88)
2020/21 Capital Works Forecast as at 31 March 2021	(14,434)

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

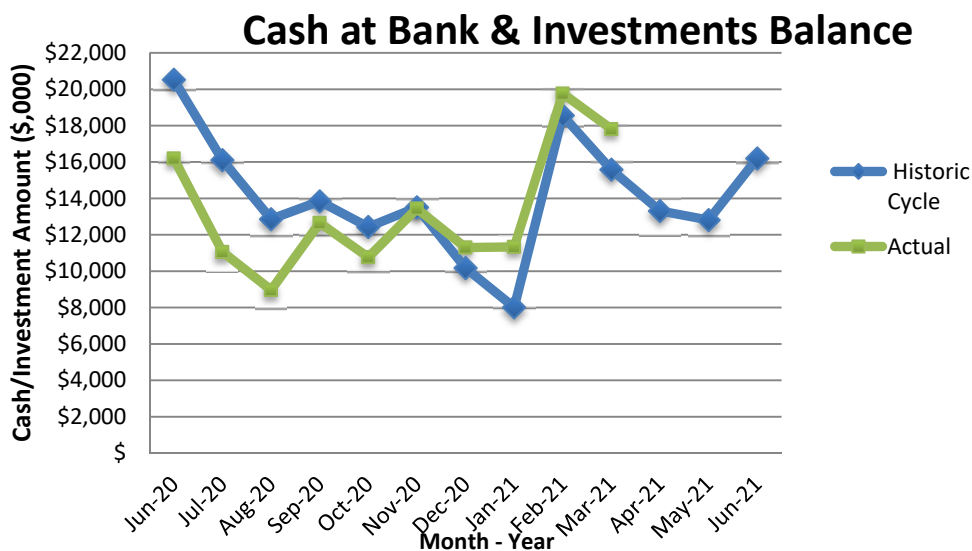
BALANCE SHEET AND CASH FLOW

Cash Balance

The current cash balance is forecast to be \$14.9m at 30 June 2021, which will be approximately \$600k more than the expected Reserves balance of \$14.3m. This assumes all expenditure including capital works and major projects are completed by 30 June 2021.

The graph below shows projections of how Council's cash balance was expected to perform to 31 March 2021. The graph portrays:

- Historical Cycle – which is an estimation of what the cash balance is expected to be at the end of each month based upon historical averages. The historical cycle will reflect recent years which include one off major projects.
- The Actual – this is the actual balance at the end of each month of the year up to and including March 2021.



It can be seen that Council's cash balance is within expectations and every opportunity is taken to invest surplus cash to maximise investment returns in accordance to Council's Investment Policy.

The investment income received to 31 March was \$33k, which is below the YTD forecast of \$56k. Investment income is subject to timing and the level of interest rates. The forecast has been adjusted to reflect the reduced cash rate impacting Term Deposit interest rates received.

As at 31 March 2021, Term Deposits were earning an average of 0.47%. This is 0.37% above the cash rate, which exceeds the performance benchmark of the Reserve Bank Cash rate plus 0.35%. Our investments were within the diversification limits set-out in the investment policy.

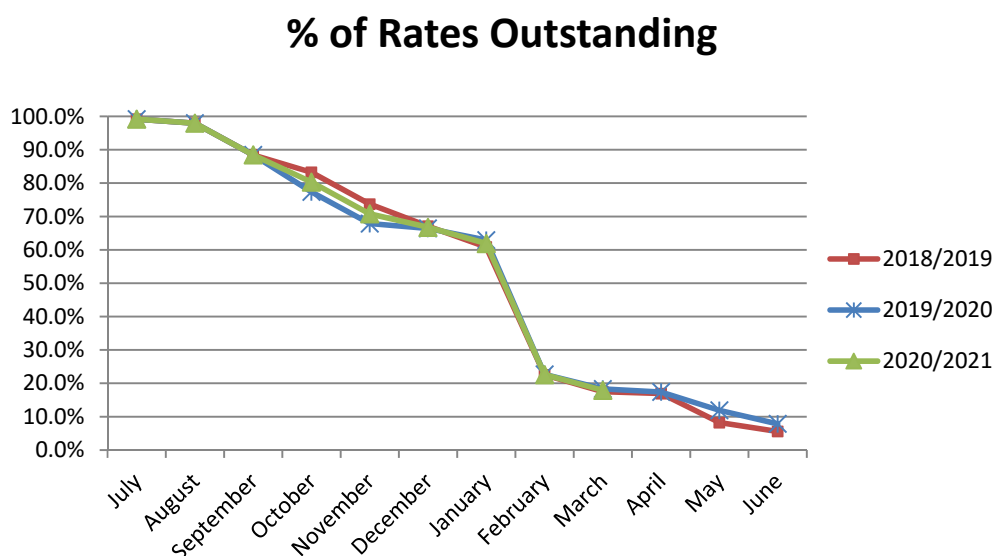
Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

Rate Debtors

As at 31 March 2021, \$31.9 million was raised in rates and charges including batches of supplementary valuations generated by changes to council's property base. At 31 March 2021 82% of the rates raised have been collected, which was consistent with the same period of the 2019/20 financial year of 81%.

The due date for ratepayers opting to pay in full is 15 February 2021. The due dates for ratepayers opting to pay via instalments are 30 September 2020, 30 November 2020, 28 February 2021 and 31 May 2021. Any ratepayer who has not opted for instalment payments is required to make the full payment before 15 February 2021.

The following graph shows that current collection trends are closely following the 2018/19 and 2019/20 collection trends:



Borrowings Analysis

The following is the current schedule of Debt held by Council at 31 March 2021:

Loan Description	Current Year Loan Liability	Non-Current Loan Liability	Meeting Schedule
9203 - Loan 7 - Roads, car parking etc (\$1.65m)	\$0	\$0	Y
9206 - Loan 10 - AB tfr statn, libra (\$2m)(NAB)	\$0	\$0	Y
9207 - Loan 11 - Lakeside, AB tfr s(\$1.1m)(NAB)	\$38,952	\$0	Y
9208 - Loan 12 - Saleyards roof (\$1.178m)(CBA)	\$19,485	\$676,303	Y
9209 - Loan 13 - Street light PV panels (\$416k)	\$14,934	\$61,702	Y
9210 - Loan 14 - Bluewater redevelop(\$1m)(Bond)	\$0	\$0	Y
TOTAL	\$73,372	\$738,005	

As at 31 March 2021 principal repayments of \$213k have been made in 2020/21.

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

Other Reserves

The 2020/21 forecast is indicating that Council's cash balance at 30 June 2021 is forecast to be \$600k in excess of the forecast reserves balance, which is a positive result given there was a deficit balance at 30 June 20.

Table 5 summarises the 2020/21 Cash v Reserve movements.

Table 5

	\$'000
Cash v Reserves Surplus/(Deficit) 2019/20	(567)
Increase/(Decrease) in Cash per adopted budget	830
(Increase)/Decrease in Reserves per adopted budget	(99)
Increase/(Decrease) in Operating per forecast (exclude non-cash and carry forwards)	1,898
(Increase)/Decrease in Capital Works per forecast	(2,060)
Increase/(Decrease) in expected receipts from rates debtors – Balance at 30 June 2020 was larger than expected	600
Cash v Reserves Surplus/(Deficit) Forecast as at 31 March 2021	602

It must be noted that the Balance Sheet is also forecasting a 'Trade and Other Payables' balance of \$5.6m at 30 June 2021. Hence, the current measure of cash v reserves is heavily dependent on the timing of receivables and payables and does not consider Council's net working capital position.

It must be remembered that it is assumed all major projects and capital works are completed this financial year.

Financial sustainability is defined in a number of different ways. A generally accepted definition is whether local governments have sufficient current and prospective financial capacity (inflows) to meet their current and prospective financial requirements (outflows). To be sustainable, councils need to have some excess capacity at any point in time to be able to manage future financial risks and shocks without having to radically adjust their current revenue or expenditure policies. The following seven indicators are utilised and published by the Victorian Auditor General annually, to assess the financial viability of councils.

The following table summarises Colac Otway Shire Council's forecasted result for 2020/21:

Indicators	Colac Otway Result		Risk Levels		
	Actual 2019/20	Forecast 2020/21	High	Medium	Low
Net Result Ratio	2.1%	4.9%	Less than Negative 10%	Between negative 10% and zero	Greater than zero
Adjusted underlying result	-3.5%	-0.3%	Less than 0%	Between 0% and 5%	Greater than 5%
Liquidity Ratio	178.4%	165.4%	Less than 75%	Between 75% and 100%	Greater than 100%
Indebtedness Ratio	27.1%	26.6%	Greater than 60%	Between 40% and 60%	Less than 40%
Internal Financing Ratio	83.3%	85.0%	Less than 75%	Between 75% and 100%	Greater than 100%
Capital Replacement	136.0%	164.0%	Less than 100%	Between 100% and 150%	Greater than 150%
Renewal Gap	108.8%	139.4%	Less than 50%	Between 50% and 100%	Greater than 100%

Quarterly Financial Performance Report for Nine Months Ending 31 March 2021

Local Authorities Superannuation Fund - Defined Benefits

Council has a potential financial exposure to the Local Authorities Superannuation Fund - Defined Benefits Plan. Under the Australian Prudential Regulation Standards (SPS160) defined benefits funds must meet strict funding requirements. This funding requirement is measured by the Vested Benefits Index (VBI), which shows as a percentage the ratio of investments held by the fund compared to the estimated benefits payable by the fund at the same time. The latest available Vested Benefits Index for the Vision Super Defined Benefits fund is listed in the table below:

Date	Vested Benefits Index
June 2018	106.0%
September 2018	106.9%
December 2018	101.9%
March 2019	105.4%
June 2019	107.1%
September 2019	107.3%
December 2019	107.7%
March 2020	102.1%
June 2020	104.6%
September 2020	104.5%
December 2020	109.6%

If the VBI falls below the nominated amount in any quarter then the Australian Prudential Regulation Authority may require that the fund make a funding call on its members. Any funding call made must return the fund to a VBI position of over the nominated figure within 3 years.

A VBI must generally be kept above the fund's nominated shortfall threshold of 97%. When an actuarial investigation is in progress, the fund's VBI must be at least 100%. A full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year.

As at 31 March 2021, the estimated VBI for the sub-plan was 109.6%, which represents a large increase compared to that of 30 September 2020 (104.5%). The VBI is primarily impacted by:

- The level of investment returns which impacts the asset pool supporting the defined benefit liabilities of the sub-plan; and
- The level of active member salary increases advised to Vision Super and pension increases in line with CPI, which affects the defined benefit liabilities of the sub-plan.

Quote from Vision Superannuation update:

'Since our 30 September 2020 update on 23 December 2020, equity markets have improved significantly following the US election and the commencement of COVID-19 vaccinations around the world. However, there is a continuing sense of unease and ongoing market volatility which we are monitoring.'

Contact

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Colac Otway
SHIRE

Item: 10.6

Election Report: 2020 Colac Otway Shire Council general election

OFFICER	Marlo Emmitt
CHIEF EXECUTIVE	Peter Brown
DIVISION	Executive
ATTACHMENTS	1. 2020 Colac Otway Shire Council Election Report [10.6.1 - 44 pages]
PURPOSE	To submit to Council the Election Report prepared by the Victorian Electoral Commission on the 2020 Colac Otway Shire Council general election.

1. EXECUTIVE SUMMARY

The purpose of this report is to submit to Council the Election Report (refer Attachment 1) prepared by the Victorian Electoral Commission (VEC) on the 2020 Colac Otway Shire Council general election.

Section 83 of the *Local Government (Electoral) Regulations 2020* requires that:

- (1) The VEC must prepare a report to the Chief Executive Officer on the conduct of the election within the period of 6 months after election day.
- (2) The report must include a certified record of the number of ballot-papers and declarations printed, issued, used, spoiled and returned.
- (3) The Chief Executive Officer must ensure that the report is submitted to the Council at the earliest practicable meeting of the Council held after the report is received by the Chief Executive Officer.

The VEC's Election Report was received by the Chief Executive Officer on 19 April 2021 and is scheduled for submission to the Council meeting to be held on 26 May 2021.

2. RECOMMENDATION

That Council notes the Election Report provided by the Victorian Electoral Commission for the 2020 Colac Otway Shire Council general election.

3. KEY INFORMATION

The Election Report prepared by the VEC includes detailed information about candidate services, issuing and return of ballot papers, the computer count and declaration of the results, voter participation, the advertising and communication campaign, complaints and post-election activities.

A summary of the key points include:

- 14 candidates nominated for election to Council (all of whom submitted candidate questionnaires).
- Two requests for redirection of ballot packs for the election were received.
- No 'early vote' requests were received.
- The VEC mailed 19,697 ballot packs between Tuesday 6 October and Thursday 8 October 2020 (290 ballot packs were returned to the Election Office by Australia Post).
- Eight unenrolled votes were issued, four of which were admitted to the count.
- 368 replacement ballot packs were issued during the voting period.
- The total returned ballot paper envelopes for Colac Otway Shire Council was 17,343 (14,662 by 6pm on Friday 23 October 2020 and another 2,681 during the extended postal vote receipt period).
- A total of 16,708 ballot papers were admitted to the extraction process (after 635 were discounted because the declaration envelope had not been signed).
- A total of 16,665 ballot papers proceeded to the count (43 having been rejected).
- No requests for a recount were received following the computer count.

The results of the 2020 Colac Otway Shire Council general election were declared at 11am on Thursday 5 November 2020 at the Election Office, 13 Murray Street, Colac.

The overall participation rate in the election was 87.61%, which is higher than the State average of 84.12% (excluding Melbourne City Council) and nearly 6% higher than the 81.65% rate at the 2016 Colac Otway Shire Council general election.

While the informal voting rate for the 2020 Colac Otway Shire Council general election was 5.04% (compared to the State average of 4.76%), this was almost 3% lower than the informality rate in the 2016 Colac Otway Shire Council general election (8.02%).

The VEC received two written complaints in relation to the election, both of which related to the administration of the election.

Following the election, an application for a recount of the election was made to the Victorian Civil and Administrative Tribunal (VCAT) by candidate Tosh-Jake Finnigan. The application was withdrawn before it proceeded to a full hearing.

4. COMMUNITY CONSULTATION & ENGAGEMENT

Community consultation and engagement is not applicable. The VEC is the statutory election service provider for the conduct of local government elections in Victoria. As required under *the Local Government (Electoral) Regulations 2020* the responsibility for preparing and submitting the Election Report rests with the VEC.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 3 - Our Community

5. Foster an inclusive community.

Theme 4 - Our Leadership & Management

2. Openness and accountability in decision making.

3. Organisational development and legislative compliance.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

There are no environmental, social, cultural and economic implications arising from the recommendation contained in this report.

LEGAL & RISK

By submitting the VEC's Election Report to Council, all statutory requirements under section 83 of the *Local Government (Electoral) Regulations 2020*, have been met.

FINANCIAL & BUDGETARY

There are no financial implications arising from the recommendation contained in this report.

7. IMPLEMENTATION STRATEGY

No implementation strategy is required.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

2020 Local government elections

Colac Otway Shire Council

Election Report





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(Victorian Electoral Commission)
April 2021

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Acknowledgement of Country

The Victorian Electoral Commission pays respect to Victoria's traditional owners and their elders past and present who have been custodians of this country for many thousands of years. Their living culture and their role in the life of Victoria is acknowledged by the VEC.

Letter of Transmittal

19 April 2021

Mr Peter Brown
Chief Executive Officer
Colac Otway Shire Council
PO Box 283
COLAC VIC 3250

Dear Mr Brown

Pursuant to Regulation 83 of the Local Government (Electoral) Regulations 2020, I submit this report to the Chief Executive Officer of Colac Otway Shire Council on the general election held in October 2020.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Warwick Gately', with a stylized flourish at the end.

Warwick Gately AM
Electoral Commissioner

Colac Otway Shire Council

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Colac Otway Shire Council

Introduction

The Victorian local government general elections are held every four years as defined by the *Local Government Act 2020 (Vic)* (**LG Act**). In 2020, general elections were held for 76 of the 79 Victorian councils¹ with Saturday 24 October marking election day. In accordance with section 263(1) of the LG Act, the Victorian Electoral Commission (**VEC**) is the statutory election service provider for the conduct of local government elections in Victoria.

This report provides information on the 2020 Colac Otway Shire Council general election including details of the end-to-end service delivery of electoral activities throughout the election timeline. This report also provides details of post-election items including compulsory voting enforcement.

About the Victorian Electoral Commission

The VEC is an independent statutory authority established under the *Electoral Act 2002 (Vic)* (**the Electoral Act**). The VEC's principal functions are to conduct State elections, local government elections, certain statutory elections and polls, commercial and community elections, and to support electoral representation processes for local councils and the Electoral Boundaries Commission for State electoral boundaries. The VEC is also responsible for maintaining the Victorian register of electors and administering political funding and donation disclosure laws. The VEC has a mandated role to conduct electoral research, provide communication and education services, and inform and engage Victorians in the democratic process.

Warwick Gately AM is the appointed Electoral Commissioner and Liz Williams is the appointed Deputy Electoral Commissioner. The Electoral Commissioner and Deputy Electoral Commissioner report to the Victorian Parliament in relation to the VEC's operations and activities.

The Electoral Commissioner heads the VEC's Executive Management Group that comprises the Deputy Electoral Commissioner, the Executive Director, Corporate Services and seven Directors, each leading the main functional areas of the VEC. Each Director acts as subject matter experts within their legislative responsibilities under the LG Act and the Electoral Act.

The VEC has a dedicated local government election program which is managed by Katrina Collins and incorporates a range of programs, projects and activities that are supported through strategic planning, project management, and process mapping. The program is overseen by the VEC's Planning Group and has sponsorship from the Executive Management Group.

¹ The South Gippsland Shire Council was placed into administration in mid-2019. The Council's general election has been postponed until October 2021. Casey City Council and Whittlesea City Council were placed into

administration in early 2020. The Councils' general elections have been postponed until October 2024.

Colac Otway Shire Council

Key changes

Changes in legislation

The new LG Act received royal assent on 24 March 2020 and introduced a number of changes, some requiring immediate implementation and others to be implemented progressively. Those requiring immediate implementation had a significant impact on the 2020 local government election program.

Following the LG Act completing its passage through Parliament, the VEC implemented the necessary changes to the 2020 local government election program in response to the reforms as they applied to the elections.

The key changes from the LG Act are as follows:

Local government electoral structures	<p>The default electoral structure for all local councils is single-councillor wards, although some regional and rural local councils may be unsubdivided or divided into wards with equal numbers of councillors in each ward.</p> <p>The VEC is no longer responsible for conducting electoral representation reviews of all local councils in Victoria.</p> <p>An independent Local Government Electoral Representation Advisory Panel will review council electoral structures. The panel includes the Electoral Commissioner and other members appointed by the Minister for Local Government.</p>
Voting system	<p>The voting system (attendance or postal) is set by the Minister for Local Government.</p> <p>All local council elections are conducted according to the same voting system.</p>
Enrolment and voters' rolls	<p>Non-resident property owners need to apply to be enrolled (this change will be implemented in stages leading up to the 2024 local government elections).</p> <p>Amendments to the voters' roll are completed by the VEC only (excluding Melbourne City Council).</p>
Candidate qualifications	<p>It is compulsory for local government candidates to complete mandatory training prior to nominating for local government elections.</p>
Nominations/candidate statements	<p>When nominating, candidates are required to declare they have completed the mandatory Local Government Candidate Training.</p> <p>The maximum number of words for a candidate statement was increased to 300 (350 for the Melbourne City Council Leadership Team and Councillor Groups).</p>
Election staff	<p>The term 'Election Manager' replaced 'Returning Officer' making the term consistent with the <i>Electoral Act 2002</i>.</p>
Extraordinary vacancies	<p>The VEC will fix the timeline for local council by-elections (previously fixed by the Minister).</p> <p>Changes to the countback process which now draws on a broader pool of ballot papers to determine the successful candidate at a countback.</p>
Compulsory voting	<p>From the 2024 local government general elections onwards, it will be compulsory for everyone enrolled on a voters' roll to vote.</p>

Colac Otway Shire Council

The LG Act made other changes to the local government electoral landscape, including:

- operational and technical provisions for electoral matters are now prescribed in the Regulations rather than being contained in the LG Act.
- disputed election results are now heard by the Victorian Civil and Administrative Tribunal (**VCAT**).

On 8 May 2020, the Minister determined² all of the 2020 general elections would be held by postal voting. As such, the VEC adjusted preparations in response to the Minister's determination.

In addition, new Local Government (Electoral) Regulations 2020 (**the Regulations**) came into operation on 13 July 2020.

Response to public health crisis: Coronavirus (COVID-19)

In response to the coronavirus (**COVID-19**) global pandemic, a State of Emergency was declared in Victoria on 16 March 2020. While the VEC was well advanced in planning for the elections, some uncertainty arose due to speculation that the elections could be rescheduled.

Following the Local Government Minister's confirmation on 15 May 2020 that the 2020 local government elections would proceed, the VEC's operating model was adjusted to deliver a compliant election while meeting health, safety, social distancing and hygiene obligations to voters, election staff, councils, candidates and all other stakeholders.

On Wednesday 1 September 2020, the Governor in Council made amendments to the regulations to allow certain provisions to be varied in response to the COVID-19 pandemic. Specifically, the amendments allowed the VEC to determine an appropriate method for eligible candidates to lodge their nomination form and pay their nomination fee electronically; and to allow the Election Manager to determine the maximum number of scrutineers that may be present for any activity at any one time. The amended regulations commenced the day after

they were made and remain in place until 26 April 2021.

On 29 September 2020, the Governor in Council made further changes to the Regulations to provide greater clarity of mitigation options for any disruptions to the voting timeline, including delays across the postal network that could threaten the integrity of the elections. The changes allowed the Electoral Commissioner to alter the last day of voting and/or the extended postal vote receipt deadline if necessary, to maintain and protect election integrity.

The VEC developed a COVIDSafe Election Plan³ in consultation with the Department of Health and Human Services which complemented the VEC's Service Plan. The COVIDSafe Election Plan outlined the VEC's actions and strategies to deliver safe and compliant local government elections.

The plan considered all electoral operations and activities and included changes such as (but not limited to):

- acquiring larger election office spaces to accommodate social distancing practices
- moving operations from face-to-face to online (when legislation permitted), for example:
 - the VEC's briefing meetings with individual councils
 - the candidate information sessions
- modifying the timeline for ballot paper extraction and counting activities
- modifying scrutineer practices.

The VEC acknowledges the collaboration and contributions of council officers in navigating the changes required to the program due to COVID-19.

² The Minister published this decision in the Government Gazette on 18 May 2020

³ 'VEC COVIDSafe election plan' - <https://www.vec.vic.gov.au/about-us/publications/local-council-election-reports-and-plans>

Colac Otway Shire Council

Election dates

The key timelines that applied to the 2020 local government elections were as follows.

Deadline fixed by the VEC for council primary enrolment data	Monday 13 July 2020
Close of roll	4 pm Friday 28 August 2020
Opening of the election office to the public	Wednesday 16 September 2020
Certification of the voters' roll and opening of nominations	Thursday 17 September 2020
Close of nominations	12 noon Tuesday 22 September 2020
*Ballot draw	From 1 pm on Tuesday 22 September 2020
*Deadline for lodging candidate statements, photographs and questionnaires	12 noon Wednesday 23 September 2020
*General mail out of ballot packs to voters	Tuesday 6 October to Thursday 8 October 2020
*Close of voting	6 pm Friday 23 October 2020
Day prescribed as Election Day	Saturday 24 October 2020
*Close of extended postal vote receipt period	12 noon Friday 30 October 2020
Declaration of election results	No later than Friday 13 November 2020

*Dates with asterisks relate to contested elections only.

About Colac Otway Shire Council

Colac Otway Shire Council is comprised of seven councillors elected from an unsubdivided structure.

The electoral structure was last reviewed in accordance with the *Local Government Act 1989* through an electoral representation review in 2019.

Subsequent to the review, in April 2020 the structure of Colac Otway Shire Council was determined by the Minister to remain as unsubdivided in accordance with the new LG Act.



Figure 1: The electoral structure of Colac Otway Shire Council at the general election held on 24 October 2020.

Voters' roll

The VEC prepared the voters' roll for the election under section 8(2)(c) of the Electoral Act and in accordance with section 249 of the LG Act. The close of roll for the election was 4 pm on Friday 28 August 2020. Pursuant to section 249(4) of the LG Act, the VEC certified the voters' roll on Thursday 17 September 2020.

At certification, the voters' roll for the 2020 Colac Otway Shire Council general election included 19,697 enrolled voters.

Composition of the voters' roll

The LG Act specifies that the voters' roll for a local government election is formed by combining two separate lists of voters.

1. The Electoral Commissioner's list (EC list) – List of State electors that are enrolled within that local government area.
2. The Chief Executive Officer's list (CEO list) – List of council-entitled voters.

Refer to **Appendix 1** for a breakdown of the Colac Otway Shire Council general election voters' roll.

Amendments to the voters' roll

In accordance with section 250 of the LG Act, the VEC is able to amend any error or omission in the preparation, printing or copying of the voters' roll, or correct any misnomer or inaccurate description of any person, place or thing on the voters' roll. Following the passage of the LG Act, amendments to the voters' roll are to be certified by the VEC. All voters added to the roll were issued with a ballot pack. Where a voter was deleted from the roll after the mail-out of ballot material, the VEC had systems in place to ensure that returned ballot papers from the deleted voters could be identified and excluded from the extraction and count. Where roll amendments were required, the total number of voters on the roll was updated.

Following the close of roll, no amendments were required to the Colac Otway Shire Council voters' roll.

Advertising and communication campaign

State-wide advertising

The VEC delivered a state-wide advertising campaign to maximise public awareness and participation amongst all eligible voters. Campaign activities and consistent messaging were delivered across two phases – enrolment and voting – and through multiple traditional and emerging mediums, including radio, digital and social media, and offline/outdoor advertising.

Colac Otway Shire Council

Statutory advertising

The VEC published a series of statutory notices throughout the election as required by the LG Act. The notices included critical information relevant to each milestone of the election timeline.

For the 2020 statutory notices, Colac Otway Shire Council nominated the following newspapers for the statutory notices to appear in:

- Apollo Bay News
- Colac Herald

In 2020, the VEC established a new policy position for statutory advertising in alignment with the updated definition of 'publish' in the LG Act. The policy position included the following:

- all statutory and non-statutory election advertising would be published on the VEC website, and
- where available, all statutory and non-statutory election advertising would be published in local newspapers and/or other selected newspapers identified following consultation with the council.

Refer to **Appendix 2** for further information in relation to the statutory advertising.

VEC website

The VEC provided council specific information regarding the election on its website under the '2020 local council election' page. The VEC website went live for the local government elections in early August 2020. Whilst some council specific data remained static during the election, the website was regularly updated with content relevant to the election and at each key milestone such as close of roll, nominations, voting and results.

Media liaison

An online media webinar was held on Friday 21 August 2020. The webinar could be downloaded or accessed at a later time for those who were unable to participate live. The media briefing summarised the planning and timeline for the 2020 local government elections, and also provided a specific update in relation to the availability of election results in light of COVID-19.

Media outlets were provided with a media information booklet that outlined the election timeline and key messages, and provided the VEC's head office media contacts. The VEC's communication team supported each Election Manager as the primary media spokesperson in relation to each election.

The VEC's media liaison program principally featured staged media releases aimed to highlight key milestones during the election timeline, and capitalise on existing general news coverage. More information on the VEC's media release schedule is available at **Appendix 3**.

Social media campaign

As part of its state-wide advertising campaign, the VEC used paid promotions on social media platforms including Facebook, Twitter, Instagram, LinkedIn, Snapchat and WeChat, targeting voters through audience segmentation.

This advertising was supported by a defined timeline of organic social media posts on the VEC's channels, designed to cover each of the key messages of the communication campaign to further extend the reach to the community and promote conversation about the democratic process.

VEC VoterAlert advisories

Electors on the State enrolment register are able to sign up to the VEC's free SMS or email alert service VoterAlert, to receive reminder messages pertinent to elections that affect them. They can subscribe to receive SMS messages only, email only, or both SMS and email.

During the general election, the VEC used its VoterAlert service to send the following direct messages to those State-enrolled voters on the roll for the election.

The messages were rolled out in the following schedule:

Wednesday 19 August to Wednesday 26 August 2020 – 10,903 VoterAlert messages were sent by SMS and email reminding voters to enrol or update their details by the close of roll.

Friday 9 October to Friday 13 October 2020 – 11,157 VoterAlert messages were sent by SMS and email advising that the VEC had commenced posting ballot packs.

Colac Otway Shire Council

Monday 19 October 2020 – 11,098 VoterAlert messages were sent by SMS and email reminding voters that it was the last week to post their ballot material back to the VEC.

In mid-October, the VEC commenced sending its final VoterAlert – a reminder to post ballot packs by the voting deadline. Whilst approximately 900,000 of the 1.8 million voters scheduled to receive an alert were contacted it was identified that an unanticipated high volume of calls was received by both the VEC and councils as a result of the alert. Therefore the VEC suspended the VoterAlert messages scheduled for the remaining 900,000 voters.

More information on the VEC's VoterAlert advisories is available at **Appendix 4**.

Voter engagement

The VEC delivered an extensive voter engagement program. The program sessions were implemented throughout Victoria and were specific to local demographics. Please refer to **Appendix 5** to view the full list of initiatives for the 2020 local government elections. Due to the coronavirus (COVID-19) pandemic, the VEC's programs traditionally offered through face-to-face education and engagement were redesigned to comply with health, safety, social distancing and hygiene obligations.

Blind and low vision services

Braille and large print ballot material was available to blind and low vision voters who had registered for these products by 5 pm on Tuesday 15 September 2020.

The Election Manager did not receive any requests for braille or large print ballot material for the election.

Interpreting services

The VEC engaged the Victorian Interpreting and Language Services' Language Link to provide a telephone interpreting service for telephone enquiries from voters who had a first language other than English. The VEC advertised direct lines for 20 languages other than English and a general line for all other languages.

Telephone enquiry service

A local telephone enquiry service was provided at the election office from Wednesday 16 September 2020 until the close of voting, for enquiries regarding the election.

The local telephone enquiry service was supplemented by an overflow call centre at the VEC's head office. The overflow call centre received calls made directly to the VEC's head office line (131 VEC, 131 832 or +61 3 8620 1100 for callers outside of Australia) and diverted calls from the election office when the election office lines were at capacity. Additionally, email enquiries were received and processed through info@vec.vic.gov.au.

The types of calls that are typical during an election relate to:

- voting entitlements and compulsory voting obligations
- enrolment questions
- ballot pack had not been received
- ballot material was spoilt or destroyed, so replacement ballot material was required
- a voter advising that they were overseas or interstate
- queries regarding the content of the ballot pack.

A breakdown of the daily number of calls received by the telephone enquiry service and the overflow call centre in respect to the election is available at **Appendix 6**.

Election Manager

The VEC maintains a pool of trained senior election officials located across the state to fill election management roles for State and local government elections. Election-specific training is provided to senior election officials prior to each election management appointment.

Colac Otway Shire Council

The size of the election management team appointed for the conduct of an election is based on the size of the council. As required under the LG Act an Election Manager is appointed to conduct the election and is supported by one or more Assistant Election Managers for larger councils, or a senior election official for smaller councils.

In accordance with section 3 of the LG Act, the Electoral Commissioner appointed Elizabeth Reeves as the Election Manager for the 2020 Colac Otway Shire Council general election.

The appointed Assistant Election Manager was Richard Gordon.

Election office

The Election Manager was responsible for the establishment and management of the election office located at 13 Murray Street, Colac. The election office was provided by the VEC.

In accordance with the VEC's COVIDSafe election plan, the election office was open to the public by appointment only. The election office was available for appointments from Wednesday 16 September until Friday 23 October 2020 between 9 am and 5 pm. Opening hours were extended on Thursday 22 October (9 am to 8 pm) and Friday 23 October (9 am to 6 pm) to allow for final enquiries and the hand-delivery of ballots prior to the close of voting. Enquiries regarding the election were also managed by phone.

Candidates

Nominations for the election opened at 9 am on Thursday 17 September and closed at 12 noon on Tuesday 22 September 2020. Candidates were required to lodge their nomination forms in person at the election office. A \$250 nomination fee applied.

On Wednesday 9 September 2020, the Electoral Commissioner published a determination⁴ establishing a framework for prospective candidates who were prevented from attending the election office due to health directions regarding COVID-19 under the *Public Health and Wellbeing Act 2008*. The determination outlined

provisions for electronic lodgement of the nomination form and nomination fee for affected candidates.

Candidate information

The VEC developed a suite of resources that were accessible to prospective candidates prior to the nomination period. From early September, candidates were able to access the VEC's information about the process of nominating and becoming a candidate for the election. The VEC's online *Candidate Helper*, accessible via the VEC website, went live on Thursday 3 September 2020. The *Candidate Helper* enabled candidates to pre-complete their nomination form and other forms online before lodging them with the Election Manager.

For the 2020 elections, the VEC's candidate information session was recorded and available for online streaming from the VEC website. The session was complemented by three state-wide interactive seminars consisting of a panel from the VEC's leadership and executive teams.

Nominations

At the close of nominations, 14 candidates had nominated for election to council.

The ballot draw to determine the order in which the names would appear on the ballot paper was held at the election office following the close of nominations using the VEC's computerised ballot draw application. See **Appendix 7** for the list of candidates in ballot draw order.

Candidate statements and photos

In accordance with Regulation 39 of the Regulations, candidates were able to lodge a 300 word statement and submit a recent photograph for inclusion in the ballot packs sent to voters. The deadline for the submission of candidate statements and photographs was 12 noon on Wednesday 23 September 2020.

See **Appendix 7.1** for a breakdown of submitted statements and photos, and **7.2** for the sample website version product.

⁴ VEC 2020 Determination No.1 - Nominations from candidates impacted by COVID-19 Public Health Directions in respect to local government elections -

<https://www.vec.vic.gov.au/about-us/legislation/determinations>

Colac Otway Shire Council

Candidate questionnaires

In accordance with Regulation 43 of the Regulations, candidates were able to complete and lodge their answers to a set of prescribed questions in addition to a statement and photograph. The Election Manager accepted questionnaire submissions lodged by all 14 candidates at the election.

The completed questionnaires were accessible to voters on the VEC website or by contacting the election office.

Voting

Redirection of ballot packs

The Regulations provide that a voter may – no later than the day the roll is certified (or a later date if specified by the Election Manager under Regulation 22(2)(f) of the Regulations) – make a request in writing to the Election Manager to have their postal ballot envelope redirected to another address. For the 2020 elections voters had until Thursday 17 September to submit requests for redirection.

The Election Manager received two requests for redirection of ballot packs for the election.

Early votes

A voter may request an early postal ballot envelope (early vote) prior to the general mail out of ballot packs. The Election Manager processes the request and issues the early vote if the request is assessed as reasonable. Requests for early votes could be processed from Wednesday 23 September 2020, the day after nominations closed, until the commencement of the general mail out of ballot packs on Tuesday 6 October 2020. Due to the timing of early votes, some early voters may not have had access to the candidate statements, photographs or questionnaires.

Due to the impact that COVID-19 restrictions had on election services for the 2020 elections, requests for early votes were managed by appointment.

The Election Manager did not receive any early vote requests for the election.

Mail-out of ballot packs

The VEC mailed 19,697 ballot packs between Tuesday 6 October and Thursday 8 October 2020. See **Appendix 8** for a breakdown of the packs mailed out on each day during the general mail-out, noting that ballot packs were not mailed to any voters that had passed away between the close of the roll and generation of the mail-out file.

This included two ballot packs that were redirected to alternative addresses for voters that had applied to redirect their ballot pack by Thursday 17 September 2020.

In accordance with Regulation 49(3) of the Regulations, no more than 35% of ballot packs were mailed or delivered to voters on any one day during the mail out period. All ballot packs were lodged with Australia Post under the priority paid delivery timetable.

The VEC liaised closely with Australia Post during the mail out period to confirm that ballot packs had been delivered to voters. The VEC received confirmation that all ballot packs had been delivered to delivery addresses by Wednesday 14 October 2020.

During the voting period, 290 ballot packs were returned to the election office by Australia Post as return-to-sender mail. Most of this mail was due to the addressee not residing at the address.

Election office counter services

In order to safeguard the health and wellbeing of voters and VEC personnel in the COVID-19 environment, the VEC did not provide an over-the-counter replacement or unenrolled vote service at election offices in the Metropolitan Melbourne region (including Mitchell Shire Council) for the elections. Similar restrictions were initially imposed on election offices in Regional Victoria and were relaxed in the final weeks of voting. Voters were advised to request replacement or unenrolled ballot material by phone, which was sent to them by post.

Colac Otway Shire Council

Unenrolled votes

Unenrolled votes are issued to people whose name cannot be found on the voters' roll but who claim they are entitled to vote at the election. The unenrolled ballot pack includes a declaration that is signed by the applicant and assessed by the Election Manager prior to either admitting or disallowing the vote.

The Election Manager issued eight unenrolled votes and following relevant checks, four were admitted to the count.

Replacement ballot packs

Following the general mail-out of ballot packs, a voter who claimed that their ballot pack had not been received, or had been lost, spoilt or destroyed, could apply to the Election Manager for a replacement ballot pack. Requests for replacement ballot packs within metropolitan councils were processed and fulfilled at the election office then lodged at the local postal facility. In order to assist in the mail turnaround time for regional councils, the VEC established a centralised postal vote issuing service at head office. Replacement vote requests were processed at the election office and fulfilled and lodged with Australia Post from the VEC in Melbourne.

The Election Manager issued 368 replacement ballot packs during the voting period. Please refer to **Schedule 1** for further information a replacement ballot packs issued.

Return of ballot paper envelopes

Voters were provided with a priority reply-paid envelope for the return of their ballot paper envelope containing their completed ballot paper. The return mail was delivered to the election office from local postal facilities or mail distribution centres. Voters who chose to hand-deliver their vote to the election office were able to do so by placing their ballot paper envelope containing their completed ballot paper into ballot boxes located at the election office. The ballot boxes allowed voters to drop off their ballot envelopes without interaction with staff, therefore remaining compliant with a COVIDSafe election⁵.

As ballot paper envelopes were returned, they were progressively checked by the election management team to ensure they had been signed by the voter. Additionally, processes were in place to ensure that only one returned ballot from any one voter could proceed to the extraction and count.

The Election Manager received a total of 14,662 returned ballot paper envelopes by the close of voting at 6 pm on Friday 23 October 2020.

The Regulations provide that the Election Manager can accept returned ballot paper envelopes up until 12 noon on the Friday following the close of voting, if satisfied that the ballot paper envelope was completed by the voter prior to the close of voting. The Election Manager accepted 2,681 ballot paper envelopes during the extended postal vote receipt period.

The total returned ballot paper envelopes for Colac Otway Shire Council was 17,343.

The Election Manager set aside 635 returned ballot paper envelopes that were not admitted to the extraction and counting process due to the voter not having signed the declaration envelope or, in the case of unenrolled declaration votes, an entitlement was not found for the person, or the declaration envelope was not returned with the vote.

Refer to **Schedule 1** for the total certified record of ballot papers and declaration envelopes for Colac Otway Shire Council.

Results

Extraction

A total of 16,708 ballot paper envelopes were admitted to the extraction process.

The extraction of ballot papers occurred at the election office commencing on Monday 26 October. The extraction of all admitted ballot paper envelopes was completed on Monday 2 November, following the close of the extended postal vote receipt period.

⁵ 'VEC COVIDSafe election plan' - <https://www.vec.vic.gov.au/about-us/publications/local-council-election-reports-and-plans>

Colac Otway Shire Council

The extraction process involved separating the declaration flaps containing voters' details from each admitted ballot paper envelope, and then extracting the ballot papers from the envelopes. This two-stage process maintains anonymity and ensures the number of envelopes is tracked for ongoing reconciliation.

Any returned ballot paper envelopes found not to contain a ballot paper, or that contained more than one ballot paper, were required to be rejected and could not be counted. There were 43 returned ballot paper envelopes rejected during the extraction activity.

Following the extraction of ballot papers from the ballot paper envelopes, a total of 16,665 ballot papers proceeded to the count.

Computer count

Following the extraction of ballot papers admitted to the count for Colac Otway Shire Council, preferences on ballot papers were data entered into the VEC's computer counting application at the Election Office. The application distributes preferences using the proportional representation method once data entry of ballot paper preferences is complete. The computer count information session explaining the process was recorded and available for online streaming from the VEC website from Monday 19 October 2020. Results were calculated at the election office on Thursday 5 November.

The provisional results were published to the VEC website as they became available. Results were updated as finalised⁶ once declarations had taken place.

For a breakdown of the first preference results, refer to **Appendix 9**.

Recounts

At any time before a candidate is declared as elected, a recount may be initiated by the Election Manager or requested in writing by a candidate stating the reasons for their request. Such requests are assessed by the Election Manager supported by the VEC and either accepted or declined.

⁶ A preference distribution report can be found at [2020 council election results | Victorian Electoral Commission \(vec.vic.gov.au\)](https://www.vec.vic.gov.au/council-election-results).

The Election Manager did not receive any requests for a recount following the count for Colac Otway Shire Council.

Declaration of results

The declaration of results was scheduled later than at previous elections, due to the impact of COVID-19 restrictions on extraction and counting timelines. As per the Service Plan, the latest date for all results declarations to have been completed was Friday 13 November 2020.

The results of the 2020 Colac Otway Shire Council general election were declared at 11 am on Thursday 5 November 2020 at the Election Office, 13 Murray Street, Colac.

The VEC website was updated following the declaration to reflect the elected candidates from the election.

Election statistics

Participation

Participation is measured by the number of marks on the roll as a percentage of the total enrolment and can vary from turnout. The overall participation rate in the Colac Otway Shire Council election was 87.61%, which is higher than the State average of 84.12% (excluding Melbourne City Council) and higher than the 81.65% rate at the 2016 Colac Otway Shire Council general election.

Analysis of voter participation for the different enrolment categories shows that participation is higher for voters who are enrolled on the EC's List (89.76%) compared to voters enrolled on the CEO's List (76.55%).

Refer to **Appendix 10** for further information on participation, including a breakdown by enrolment category.

Turnout

Voter turnout is measured by the number of formal and informal ballot papers counted in the election as a percentage of voters on the voters' roll for the election.

Colac Otway Shire Council

The overall voter turnout for the 2020 Colac Otway Shire Council general election was 84.61%. This is compared to the State average turnout of 81.47% (excluding Melbourne City Council). The voter turnout at the 2016 general election for council was 80.27%.

Informality

The overall informal voting rate recorded at the 2020 Colac Otway Shire Council general election was 5.04%, compared with the State average of 4.76%. An informality rate of 8.02% was recorded at the Colac Otway Shire Council general election held in October 2016.

Complaints

Type of complaints

At local government elections, complaints generally fall into two broad categories:

1. The conduct of participants in the election.

Complaints about the conduct of candidates and other participants in the election, at times alleging a breach of the LG Act or local laws.

2. The administration of the election.

Complaints about the conduct of the election and services to voters.

The majority of complaints at the 2020 local government elections related to category one, often where the complainant alleged inappropriate or illegal action by another person or group associated with the election.

Complaints process

The VEC operates a streamlined complaints process during elections, developed in consultation with local councils and enforcement agencies. The process requires complaints to be lodged in writing, and they are then processed through the VEC's head office. For the 2020 local government elections, customers were able to provide feedback and complaints through an online submission form on the VEC's website.

Each complaint is evaluated, and an appropriate course of action is determined. Complaints alleging a breach of the LG Act, for example, are forwarded to the Local Government Inspectorate (LGI). Complaints relating to local laws are referred to council. Complaints about the VEC's

services or the behaviour or actions of VEC staff and election officials are the responsibility of the VEC. In these cases, the VEC investigates the matter and determines the most appropriate response. The VEC committed to responding to each complaint within five working days, however due to the unanticipated high volume of complaints received this extended in some instances.

Complaints received

The VEC received two written complaints in relation to the election of Colac Otway Shire Council, both of which related to the administration of the election.

Post-election activities

Storage of election material

All records from the election will be kept by the VEC safely and secretly in accordance with Regulation 79 of the Regulations.

Refund of nomination fees

Nomination fees were refunded to eligible candidates on Thursday 10 December 2020. Eligible candidates included elected candidates or those who received at least 4% of the first preference vote. Any forfeited nomination fees were remitted to Council on 10 December 2020.

Courts and tribunals

The Victorian Civil and Administrative Tribunal (VCAT) is responsible for hearing disputes on the validity of an election under section 311 of the LG Act.

Applications for a review of the declaration of the results of an election must be lodged within 14 days of the election and can be made by a candidate in the election, 10 persons who were entitled to vote at the election, or the VEC.

Colac Otway Shire Council

Following the Colac Otway Shire Council general election, an application to the VCAT for an inquiry into the election was made by candidate Tosh-Jake Finnigan. Mx Finnigan's application sought for a recount to be ordered for the election. All other candidates in the election were notified of the application and two candidates - Stephen Leslie Hart and Margaret White - were formally joined to the proceeding as interested parties. The application was withdrawn before it proceeded to a full hearing.

Non-voter follow up

In accordance with section 267 of the LG Act, the VEC has commenced its compulsory voting enforcement program. Any person who was required to vote at the election and failed to vote will be issued with an Apparent Failure to Vote Notice. Apparent non-voters have 28 days in which to respond.

People who do not respond to that notice, or do not provide a satisfactory response to the notice, may be issued with an Infringement Notice that will incur a penalty. Further follow-up by way of a Penalty Reminder Notice may also take place – this stage includes the original penalty and a Penalty Reminder Notice fee. Penalties collected on behalf of council will be reimbursed at the end of the Infringement and Penalty Reminder Notice stages.

Additionally, during the Infringement and Penalty Reminder Notice stages, non-voters may request for their matter to proceed directly to the Magistrates' Court.

Any such requests will be actioned at the conclusion of the Infringement and Penalty Reminder Notice stages. The VEC will lodge the file of any remaining non-voters with Fines Victoria at the conclusion of the Penalty Reminder Notice stage.

Evaluating the VEC's services

The VEC is committed to providing high quality election services to its local government clients. Through the VEC's formal feedback and debriefing program, the VEC is able to gauge its performance and seek advice for future local government election projects.

Feedback from councils

The VEC invited feedback from councils on its services in December 2020 and acknowledges the receipt of feedback provided by Colac Otway Shire Council. Additional feedback can be provided to the Program Manager for Local Government elections by emailing LGProgram2020@vec.vic.gov.au.

Internal debriefing program

After every electoral event, the VEC conducts an internal debriefing program which includes input from all areas across the VEC's workforce. Internal debriefing following the local government elections commenced in December 2020. In due course, the VEC will publish a consolidated report on its performance and key statistics from the elections. This report will be tabled in Parliament and available on the VEC website.

Colac Otway Shire Council

Schedule 1: Record of ballot papers and declaration envelopes

Colac Otway Shire Council 2020 general election	
BALLOT PAPERS PRINTED	
Victorian Electoral Commission	23,000
Election Manager	0
Total	23,000
BALLOT PAPERS ISSUED	
General mail out	19,697
Early and replacement votes	368
Unenrolled declaration votes	8
Spoilt	0
Sub total	20,073
Unused	2,927
Total	23,000
DECLARATIONS RETURNED	
General mail out admitted to the extraction	16,417
Early and replacement votes admitted to the extraction	287
Unenrolled declaration votes admitted to the extraction	4
Returned declarations unable to admit to extraction	635
Declarations returned to sender	290
Sub total	17,633
Declarations not returned	2,440
Total	20,073

Colac Otway Shire Council

Schedule 2: Certification statement

In accordance with Regulation 77, I certify that Schedule 1 of this report on the conduct of the 2020 Colac Otway Shire Council local government election is a true and correct account of the number of ballot papers issued, returned and not used in this election and declarations not returned.



Warwick Gately AM
Electoral Commissioner

Colac Otway Shire Council

Appendix 1: Breakdown of the voters' roll

Colac Otway Shire Council	
Voters enrolled through an entitlement under section 241 of the LG Act	16,486
Voters enrolled through entitlements under sections 242 – 245 of the LG Act	3,211
Total	19,697

Colac Otway Shire Council

Appendix 2: Statutory advertising

Colac Otway Shire Council election Schedule of public notices

Close of roll notice (see Appendix 2.1 for example)

VEC Website	8 August 2020
Apollo Bay News	13 August 2020
Colac Herald	12 August 2020

Notice of election (see Appendix 2.2 for example)

VEC Website	31 August 2020
Apollo Bay News	3 September 2020
Colac Herald	2 September 2020

Voting details notice (see Appendix 2.3 for example)

VEC Website	28 September 2020
Apollo Bay News	1 October 2020
Colac Herald	30 September 2020

Reminder notice (see Appendix 2.4 for example)

VEC Website	12 October 2020
Apollo Bay News	15 October 2020
Colac Herald	14 October 2020

Notice of result (see Appendix 2.5 for example)


VEC Website	23 November 2020
Apollo Bay News	26 November 2020
Colac Herald	25 November 2020

Colac Otway Shire Council

Appendix 2.1: Close of roll notice for Colac Otway Shire Council

Colac Otway Shire Council postal election

Your council, your vote



Colac Otway
SHIRE

You must be enrolled to vote

A general election will be held for Colac Otway Shire Council in October 2020. To be able to vote in the election, you must be enrolled by the close of roll at **4 pm on Friday 28 August 2020**. Two categories of voters can be enrolled to vote in the Colac Otway Shire Council election: State-enrolled voters and Council-enrolled voters.

State-enrolled voters

Am I enrolled to vote?

You are automatically enrolled for this election if:

- you will be 18 years of age or over on Saturday 24 October 2020 **AND**
- you live in Colac Otway Shire **AND**
- you are on the State electoral roll for your current address.

You need to enrol if:

- you are an Australian citizen aged 18 or over on Saturday 24 October 2020 **AND**
- you live in Colac Otway Shire and you are not on the State electoral roll **OR**
- you have lived at your current residential address within Colac Otway Shire for at least a month and have not yet updated your enrolment details, including any changes to your postal address.

How do I enrol?

You can enrol online at vec.vic.gov.au

You can also download an enrolment form from the website. All enrolment applications must be received by the Victorian Electoral Commission by the close of roll at **4 pm on Friday 28 August 2020**.

How can I check my State enrolment?

You can check your enrolment details online at vec.vic.gov.au at any time, or call 1300 805 478.

Council-enrolled voters

Am I enrolled to vote?

To be a Council-enrolled voter, you must be:

- 18 years of age or over on Saturday 24 October 2020 **AND**
- not a State-enrolled voter within Colac Otway Shire.

You are automatically enrolled for this election if you were enrolled as a non-resident owner at the most recent election for your local area. This includes any by-elections held since the last general election.

If your circumstances have changed since the most recent election and you are no longer a non-resident owner of that property, you will not be automatically enrolled for this election. Depending on your circumstances, you may still be eligible to apply to be enrolled as a Council-enrolled voter.

Who else can enrol & vote?

You may also apply to enrol if:

- you have purchased a rateable property in Colac Otway Shire since the last election or by-election and you are not automatically enrolled **OR**
- you are not an Australian citizen and you live in, and pay rates for, a property within Colac Otway Shire **OR**
- you pay rates on a property you occupy in Colac Otway Shire, for example you are a shop tenant and pay rates to the Council for the tenancy, and you have no other voting entitlement within Colac Otway Shire **OR**
- you are a director or company secretary of a corporation that pays rates to Colac Otway Shire Council and you have no other voting entitlement within Colac Otway Shire.

How do I apply to be a Council-enrolled voter?

If you meet any of the mentioned criteria and wish to enrol, contact Colac Otway Shire Council on (03) 5232 9400 for a council enrolment form. Council enrolment forms must be received by the Council by the close of roll at **4 pm on Friday 28 August 2020**.

How can I check if I am Council-enrolled?

You can check your enrolment details by contacting the Council on (03) 5232 9400.

Thinking about standing for election?

Candidate requirements have recently changed. To nominate as a candidate for Colac Otway Shire Council, you must:

- be an Australian citizen and enrolled on the voters' roll for Colac Otway Shire Council **AND**
- be eligible to become a councillor should you be elected **AND**
- have completed the mandatory candidate training before lodging your nomination with the Election Manager.

For further information, visit vec.vic.gov.au




Enrolment closes


4 pm Friday 28 August

State-enrolled voters can register for free VoterAlert SMS and email reminders at vec.vic.gov.au

vec.vic.gov.au | 131 832

For enquiries in languages other than English call our interpreting service:
 • 汉语 9209 0190 Amharic • العربية 9209 0100 Arabic • Bosanski 9209 0191 Bosnian • 粵語 9209 0101 Cantonese • Hrvatski 9209 0102 Croatian • ދިވެހި 9209 0193 Dari
 • Dinka 9209 0119 Dinka • Ελληνικά 9209 0103 Greek • Italiano 9209 0104 Italian • ខ្មែរ 9209 0192 Khmer • 한국어 9209 0194 Korean • Македонски 9209 0105 Macedonian
 • 普通话 9209 0106 Mandarin • ភាសាខ្មែរ 9209 0195 Persian • Русский 9209 0196 Russian • Српски 9209 0107 Serbian • Soomaali 9209 0198 Somali • Español 9209 0109 Spanish
 • Türkçe 9209 0110 Turkish • Việt Nam 9209 0111 Vietnamese • All other non-English languages 9209 0112

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Authorised by W. Gately, AM, Electoral Commissioner, 530 Collins Street, Melbourne, Victoria.

Election Report Local Government elections 2020

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Agenda - Council Meeting - 26 May 2021


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Colac Otway Shire Council

Appendix 2.2: Notice of election for Colac Otway Shire Council

Colac Otway Shire Council postal election

Your council, your vote



Vote by post this October

Voting

Ballot packs will be mailed to voters enrolled in the Colac Otway Shire Council election from Tuesday 6 October 2020. Return your completed ballot material by mail ASAP or hand-deliver it to the Election Manager by the close of voting at 6 pm on Friday 23 October 2020.

If you will be away

If you will be away when ballot packs are mailed, or your address has changed since Friday 28 August 2020, you can request for your ballot pack to be redirected by writing to:

Election Manager
Colac Otway Shire Council election
c/- Victorian Electoral Commission
Level 11, 530 Collins Street
Melbourne VIC 3000

Alternatively, you can email your request to: redirections@vec.vic.gov.au

Please include the address for redirection. Each voter requesting redirection must sign their request. Requests for redirection must be received by **Thursday 17 September 2020**.

Large print and braille ballot papers

Large print or braille ballot papers are available for voters who are blind or have low vision—please register by **Tuesday 15 September 2020**. To register, call (03) 8620 1222 during business hours.

Request an early postal vote

To apply for an early postal vote, contact the Election Manager from **Wednesday 23 September 2020** on 1300 112 720 and make an application. You must provide a valid reason.

How to nominate as a candidate

Candidate requirements have recently changed. To nominate as a candidate, you must:

- be an Australian citizen and enrolled on the voters' roll for Colac Otway Shire Council AND
- be eligible to become a councillor should you be elected AND
- have completed the mandatory candidate training before lodging your nomination with the Election Manager.


To nominate, complete the nomination form and lodge it with the Election Manager together with the \$250 nomination fee. Nomination forms can be lodged by appointment during business hours from **Thursday 17 September 2020** until **12 noon on Tuesday 22 September 2020** at:

13 Murray Street, Colac

Visit vec.vic.gov.au for more information and to pre-complete your nomination form using the online Candidate Helper. The online Candidate Helper will be available from **Thursday 3 September 2020**.

If you use the online Candidate Helper, print your pre-completed form and make an appointment to lodge it with the Election Manager along with the nomination fee.

Call the Election Manager from **Wednesday 16 September 2020** on 1300 112 720 to make a nomination appointment.



Colac Otway Shire Council Councillors: 7

Online candidate information session

Due to COVID-19 restrictions, the VEC's recorded candidate information session can be streamed online from **Thursday 3 September 2020** complemented by state-wide interactive candidate seminars based on the information video. To watch the information session or find out how to join an online interactive seminar, visit vec.vic.gov.au

Nominations close

12 noon Tuesday 22 September

State-enrolled voters can register for free VoterAlert SMS and email reminders at vec.vic.gov.au


vec.vic.gov.au | 131 832


For enquiries in languages other than English call our interpreting service:

- 阿拉伯语 9209 0190 Amharic • العربية 9209 0100 Arabic • Босански 9209 0191 Bosnian • 粵語 9209 0101 Cantonese • Hrvatski 9209 0102 Croatian • دارى 9209 0193 Dari
- Dinka 9209 0119 Dinka • Ελληνικά 9209 0103 Greek • Italiano 9209 0104 Italian • ខ្មែរ 9209 0192 Khmer • 한국어 9209 0194 Korean • Македонски 9209 0105 Macedonian
- 普通话 9209 0106 Mandarin • مانسی 9209 0195 Persian • Русский 9209 0196 Russian • Српски 9209 0107 Serbian • Soomali 9209 0108 Somali • Español 9209 0109 Spanish
- Türkçe 9209 0110 Turkish • Việt-n 9209 0111 Vietnamese • All other non-English languages 9209 0112

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Appendix 2.3: Voting details notice for Colac Otway Shire Council

Colac Otway Shire Council postal election

Your council, your vote



Check the mail for your ballot pack

Ballot packs containing voting material will be mailed to enrolled voters from **Tuesday 6 October 2020**.

This is a postal election only.

If you do not receive your ballot pack by **Friday 16 October 2020**, please call 1300 112 720 during office hours to arrange a replacement.

How to vote correctly

You must complete your ballot paper correctly for your vote to count. Put the number 1 in the box next to the candidate you most want to see elected, then number ALL the other boxes in order of your choice. You must number EVERY BOX and only use each number once.

How to return your completed ballot paper

Follow the instructions on your ballot paper to complete your vote. To return your completed ballot paper, put it in the ballot paper envelope then use the reply-paid envelope provided or hand-deliver it during office hours to:

13 Murray Street, Colac

Voting is compulsory

Voting is compulsory for all voters who were on the State roll at 4 pm on **Friday 28 August 2020**.

You may be fined if you do not vote — this includes homeowners and tenants.

You are encouraged to vote, but you will not be fined if you don't vote, if:

- you live outside this local council area OR
- you are enrolled directly with the Council to be on the voters' roll for this election.

Your completed ballot pack must be in the mail or hand-delivered by 6 pm* Friday 23 October

*Local mail clearance times vary. Ballot packs must be mailed before final clearance times in the last week of voting. Don't risk a fine.

State-enrolled voters can register for free VoterAlert SMS and email reminders at vec.vic.gov.au


vec.vic.gov.au | 1300 112 720


For enquiries in languages other than English call our interpreting service:

- 阿拉伯语 9209 0190 Amharic • العربية 9209 0100 Arabic • Босански 9209 0191 Bosnian • 粵語 9209 0101 Cantonese • Hrvatski 9209 0102 Croatian • دارى 9209 0193 Dari
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- Türkçe 9209 0110 Turkish • Việt-n 9209 0111 Vietnamese • All other non-English languages 9209 0112

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Colac Otway Shire Council

Appendix 2.4: Reminder notice for Colac Otway Shire Council

Colac Otway Shire Council postal election

Your council, your vote



Check the mail for your ballot pack

Ballot packs containing voting material were mailed to enrolled voters from Tuesday 6 October 2020.

This is a postal election only.

If you do not receive your ballot pack by **Friday 16 October 2020**, please call 1300 112 720 during office hours to arrange a replacement.

How to vote correctly

You must complete your ballot paper correctly for your vote to count. Put the number **1** in the box next to the candidate you most want to see elected, then number **ALL** the other boxes in order of your choice. You must number **EVERY BOX** and only use each number once.

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Follow the instructions on your ballot paper to complete your vote. To return your completed ballot paper, put it in the ballot paper envelope then use the reply-paid envelope provided or hand-deliver it during office hours to:

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*Local mail clearance times vary. Ballot packs must be mailed before final clearance times in the last week of voting. Don't risk a fine.




State-enrolled voters can register for free VoterAlert SMS and email reminders at vec.vic.gov.au


vec.vic.gov.au | 1300 112 720

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Appendix 2.5: Notice of results for Colac Otway Shire Council

Colac Otway Shire Council election

Declaration of results



The following candidates were elected to the Colac Otway Shire Council at the general election held in October 2020:

McCRACKEN, Joe (1st elected)

POTTER, Chris (2nd elected)

COSTIN, Graham Leslie (3rd elected)

HANSON, Kate (4th elected)

HART, Stephen (5th elected)

BELL, Jamie (6th elected)




WHITE, Margaret (7th elected)


Further details about the results are available at vec.vic.gov.au

Elizabeth Reeves
Election Manager
Thursday 5 November 2020

vec.vic.gov.au | 131 832

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Colac Otway Shire Council

Appendix 3: Schedule of media releases and advisories

Colac Otway Shire Council Council-specific media releases and advisories

Enrol now for the Colac Otway Shire Council election	7 August 2020
Call for candidates for the upcoming Colac Otway Shire Council election	24 August 2020
Candidates announced for the Colac Otway Shire Council election	23 September 2020
Ballot packs mailed this week for Colac Otway Shire Council election	5 October 2020
Voting closes soon for the Colac Otway Shire Council election	12 October 2020
New councillors for Colac Otway Shire Council	5 November 2020

Statewide media releases and advisories

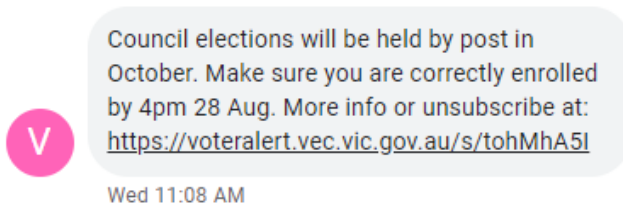
Victorians urged to enrol for upcoming council elections	7 August 2020
October local council elections to proceed under COVIDSafe election plan	19 August 2020
Last chance to enrol for Victorian council elections	21 August 2020
Enrolment closes tomorrow for October's council elections	26 August 2020
Nominations open soon for Victorian local council elections	31 August 2020
Council election information one click away on VEC website	4 September 2020
Accessing candidate information for the 2020 Victorian local council elections	14 September 2020
Victorian voters encouraged to sign up for free election reminders	16 September 2020
Nominations are in for the October council elections	23 September 2020
Authority granted for postal vote contingency	30 September 2020
Voting underway for Victoria's local council elections	5 October 2020
Mobile numbers not from VEC	12 October 2020
Local council elections voting deadline looms	19 October 2020
Strong voter response to local council elections	20 October 2020
Results timeline for Victorian local council elections (media advisory, not for publication)	21 October 2020
Final day of voting shows high voter turnout for council elections	23 October 2020
VEC won't risk public health for quick results in record turnout	28 October 2020
A win for democracy in a challenging year	13 November 2020
Didn't vote in the election? Please explain.	8 February 2021

Colac Otway Shire Council

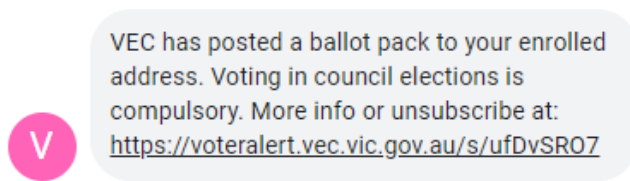
Appendix 4: VoterAlert advisories

Appendix 4.1: SMS alerts

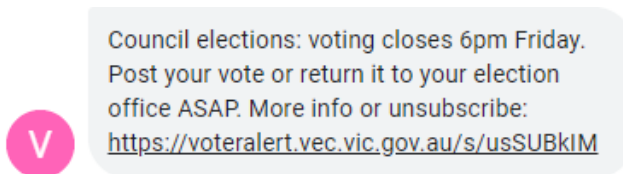
4.1.1 close of roll – sent from Wednesday 19 August to Wednesday 26 August 2020



4.1.2 mail out of ballot pack Friday 9 October to Friday 13 October 2020



4.1.3 reminder close of voting - Monday 19 October 2020



Colac Otway Shire Council

Appendix 4.2: Email alerts

4.2.1 Close of roll email

VoterAlert
VEC Victorian Electoral Commission

2020 Local council elections

Hello,

Local council elections will be held in Victoria by post this October. It is important that you are correctly enrolled so you receive a ballot pack at your correct address.

Enrolment closes at 4 pm on Friday 28 August 2020.

If you haven't changed your postal address, residential address or name, there is no need to do anything.

Are your details up to date?

You can check your details online on the VEC's Check My Enrolment portal. Complete all fields, making sure you:

- enter your first and middle names in the 'Given names' field
- start to enter your suburb and pick it from the list suggested
- start to enter your street name only and pick it from the list suggested.

CHECK MY ENROLMENT

Do you need to update your details?

CHANGE MY DETAILS

Are you eligible to vote in another council?

In a council election, there are two types of enrolment: State enrolment and council enrolment.

You are receiving this message because you are State-enrolled.

But if you own property or pay rates in another council, you may be enrolled or eligible to enrol directly with that council.

Find out more: [Enrolling for council elections](#)

Do I have to vote at these elections?

Voting is compulsory for State-enrolled voters. Don't risk a fine!

If you are on the roll for Melbourne City Council, it is also compulsory for council enrolled voters to vote.

FIND OUT MORE

Authorised by W. Gately, AM, Electoral Commissioner, 530 Collins Street, Melbourne, Victoria.

Our mailing address is:
 Level 11, 530 Collins Street, Melbourne VIC 3000
 This message was sent to you by the Victorian Electoral Commission because your contact details are listed on the Victorian electoral roll.


UNSUBSCRIBE

[VEC website](#) | [Contact us](#) | [Privacy](#) | [Legal](#)

Colac Otway Shire Council

4.2.2 Ballot Pack mailout email

Please do not reply to this email. Replies go to an unmonitored inbox. For any queries, [contact us](#).

VoterAlert  Victorian Electoral Commission

2020 local council elections

Hello

You are enrolled to vote in the 2020 local council elections in Council Name

Voting in this election will be by post. We posted you a ballot pack between Tuesday 6 and Thursday 8 October 2020.

Please follow the instructions in your ballot pack to cast your vote and mail it back to us as soon as possible. Voting closes at 6 pm on Friday 23 October 2020, but local mail clearance times may be earlier than the cut-off. We recommend you return your completed vote as soon as possible.

Didn't get a ballot pack?

If you don't get a ballot pack by Friday 16 October, call your local Election Office to request a replacement. You can find [Election Office contact details](#) on our website.

Are you away from your enrolled address?

If you are away from your enrolled address call your local Election Office to request a replacement ballot pack. You can find [Election Office contact details](#) on our website.

Do I have to vote?

Voting is compulsory for everyone on the State and Melbourne City Council voters' rolls. Don't risk a fine!




[FIND OUT MORE ABOUT THE ELECTION](#)

Authorised by M. Galley, AM, Electoral Commissioner, 510 Collins Street, Melbourne, Victoria.

Our mailing address is:
Level 11, 510 Collins Street, Melbourne VIC 3000

This message was sent to you by the Victorian Electoral Commission because your contact details are listed on the Victorian electoral roll.

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Colac Otway Shire Council

4.2.3 Last week to vote email

Please do not reply to this email. Replies go to an unmonitored inbox. For any queries, [contact us](#).



2020 local council elections

Disregard this email if you have already voted.

Hello

You are enrolled to vote in the 2020 local council elections in **Council Name** Council.

Voting closes 6 pm this Friday 23 October.

How to vote

As soon as possible, make sure you:

mail your completed ballot paper in the reply-paid envelope provided

OR

drop your completed ballot paper off at [your local Election Office](#).

Please note: voting closes at 8 pm on Friday 23 October. However, local mail clearance times vary and we recommend you return your completed vote as soon as possible.

Didn't get a ballot pack?

If you haven't received a ballot pack, [check our website to understand your options](#).

Do I have to vote?

Voting is compulsory for everyone on the State and Melbourne City Council voters' rolls. Don't risk a fine!

[FIND OUT MORE ABOUT THE ELECTION](#)

Authorised by W. Gately, AM, Electoral Commissioner, 530 Collins Street, Melbourne, Victoria.

Our mailing address is:

Level 11, 530 Collins Street, Melbourne VIC 3000

This message was sent to you by the Victorian Electoral Commission because your contact details are listed on the Victorian electoral roll.

[UNSUBSCRIBE](#)



[VEC website](#) | [Contact us](#) | [Privacy](#) | [Legal](#)

Colac Otway Shire Council

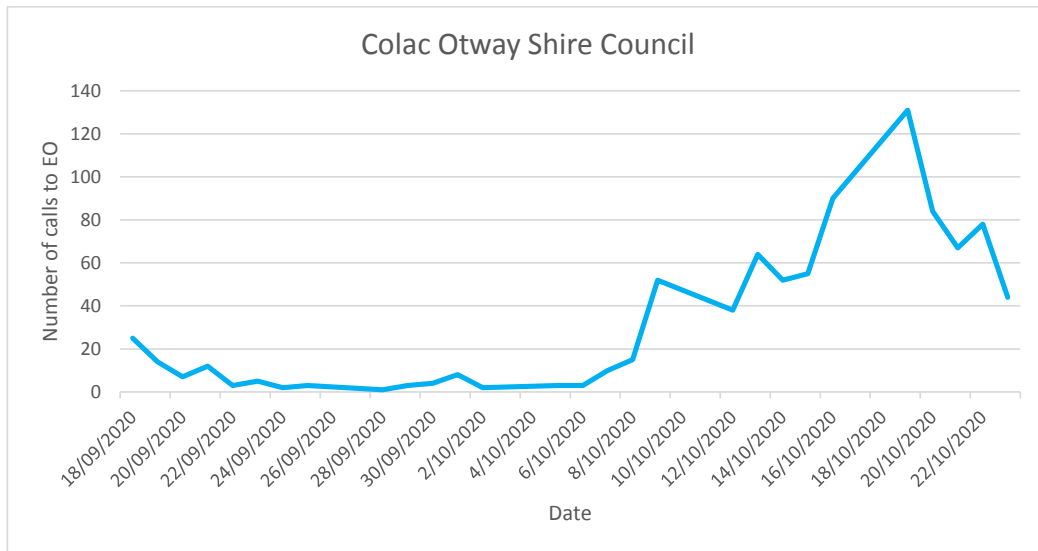
Appendix 5: Voter engagement program and initiatives

Program	Program Details
Be Heard Democracy Ambassador program	This program normally provides face-to-face electoral education sessions and was adapted to an online delivery model, providing peer-led electoral education to residents in specialist disability services and culturally and linguistically diverse (CALD) communities. A total of 47 sessions were provided to people with disabilities and a total of 80 sessions were provided to CALD communities through councils and community organisations hosting online sessions.
Myth busting campaign.	This offline campaign addressed myths around enrolling and voting for those experiencing homelessness or with unstable housing. Four myths were dispelled and displayed on billboards and street posters, in metropolitan Melbourne areas with high populations of people experiencing homelessness. During the enrolment period, no-fixed-address enrolment forms were distributed with 4,500 meals to those suffering financial hardship, through a sponsorship with StreetSmart. This partnership included social media and Electronic Direct Mail distribution to StreetSmart's database of homeless services and community partners. A 1800 freecall number was also established to support those with financial hardship to provide support for enrolling and voting. This phone number was advertised on posters distributed through homelessness agencies, drug and alcohol services and services providing COVID-19 testing in hotels.
CALD in-language social media videos.	This project produced a series of three videos in 10-12 different languages which provided electoral information on how to enrol, how to vote by post, and how to respond to an Apparent Failure to Vote Notice. These were widely distributed and shared through the VEC's social media platforms and community networks.
Aboriginal short videos.	This project produced five videos in collaboration with Reconciliation Victoria. Two videos featured Aboriginal Elders and other leading Aboriginal community members discussing the value and ways to engage with local council elections. A further three videos, using culturally relevant animation, explained what services councils are responsible for, how to vote and the role of a councillor. These were shared through Aboriginal community channels and organisations.
DemGraphics young people co-designed social media project.	This project involved conducting research to identify barriers to enrolling and voting with a diverse group of young people. This information was then used to pilot a social media campaign in selected councils to encourage engagement in the elections for those aged 18-29.
Easy English tutor guide and worksheets.	These were produced for people with low English proficiency and designed as a co-read product where a person supports the learner through the worksheets. The tutor guide and worksheets were based on the VEC's Easy English guides for local council elections and were available for download from the VEC's website in PDF and Word formats.

Colac Otway Shire Council

Appendix 6: Daily telephone enquiries

The following graph shows the number of telephone calls recorded by the election office telephone enquiry service including those received by the VEC's overflow call centre and tagged as relating to Colac Otway Shire Council during the 2020 local government elections.



Colac Otway Shire Council

Appendix 7: Final list of candidates in ballot paper order

The candidates, in ballot paper order, were as follows:

Colac Otway Shire Council election

McCRACKEN, Joe

COSTIN, Graham Leslie

LOFTS, Carol

McCALLUM, Mark

ARNOTT, Max

HART, Stephen

WHITE, Margaret

LANGRIDGE, Susan

HANSON, Kate

FINNIGAN, Tosh-Jake

BELL, Jamie

CLARK, Maxwell N.

POTTER, Chris

EBELING, Catriona

Colac Otway Shire Council

Appendix 7.1: Candidate statements and photographs

Colac Otway Shire Council election

Total number of candidates at close of nominations	Number of candidates that lodged a candidate statement	Number of candidates that lodged a candidate photograph
14	14	14

Colac Otway Shire Council

Appendix 7.2: Candidate statement leaflet for Colac Otway Shire Council election

Don't Risk a Fine
VOTING CLOSSES 6.00 PM
Friday 23 October 2020

Your ballot paper is attached to this leaflet.
Complete and return as soon as possible.
See the ballot paper envelope for voting instructions.

VOTING IN THIS ELECTION IS BY POST ONLY


Your completed ballot material must be posted or in the hands of the Election Manager on or before **6.00 pm on Friday 23 October 2020**.

Local mail clearance times may vary. Ballot material must be mailed before final clearance times in the last week of voting. Late votes cannot be included in the count. Alternatively, you may hand-deliver your envelope during business hours to:
13 Murray Street
Colac

CANDIDATE QUESTIONNAIRES
Completed candidate questionnaires are available at vec.vic.gov.au or alternatively from the Election Manager.

COMPULSORY VOTING PROVISIONS APPLY
You have received this ballot pack because you are enrolled for this election. Voting is compulsory if you were on the Victorian State electoral roll for this council on Friday 28 August 2020.
Further information on voting entitlements can be found at vec.vic.gov.au

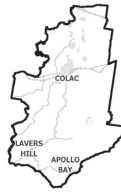
You may receive an Apparent Failure To Vote Notice if you complete and return your ballot material after the close of voting.



Colac Otway
SHIRE

2020 Council Election

VOTING CLOSSES 6.00 PM
Friday 23 October 2020




Colac Otway
Shire Council


THIS IS A POSTAL ELECTION ONLY.

Voting is compulsory for residents.

For further information visit vec.vic.gov.au or phone 1300 112 720 during business hours.

 **Victorian Electoral Commission**
Printed on 100% Australian made recycled stock

NOTICE: The contents of candidate statements are provided by the candidates. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.




McCRACKEN, Joe

Our community comes first. I'm a former accountant, now teacher in our local community. I love working with young people and families, helping them to achieve their dreams and make a difference. That's also the reason I'm running for council - to make our community a better, fairer place. Rates are important and should be spent wisely on behalf of ratepayers. We should never take money we don't have to. That's why I voted against a rate increase in the last council budget. Because it's unfair to impose increased rates on our community as we recover from the COVID-19 pandemic. There are many people struggling in our community. Some have lost their job, many have reduced income. We have all had to change and adapt - Council needs to do the same. Council needs to look inwards to gain efficiencies and make every dollar go as far as it can before asking our community to pay more. Council needs to focus on core business: Roads, rates, rubbish and public spaces. It's that sort of common-sense approach that I bring to council. Being practical, down to earth, and getting things done - but there is more to do. We need to cut more red tape in planning to make it easier for people to build a house or put up a fence. Continue to make Lake Colac precinct attractive. Ensure our coastal regions are supported with good infrastructure, like better toilet facilities, so we can capitalise on returning tourism and support our hospitality sector. Our town entrances need to be improved. More footpaths to support physical activity and connect our towns. Keeping young people in our communities. Growing jobs and investment. Getting government grants to fund projects. I ask for your support to help keep fighting for fairness. Vote 1 Joe McCracken.

1

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COSTIN, Graham Leslie

I live in Skenes Creek, was born in Apollo Bay and grew up on the family dairy farm at Larpent. I'm retired, not politically aligned and standing because I believe Council needs broader skills and experience to serve its diverse communities. I started in local government, including Otway Shire, have postgraduate qualifications in local government engineering and environmental science, and taught local government at Deakin. I have decades of experience planning sustainable community-oriented infrastructure. I know how to address climate change, source funding for major projects, manage contracts and deliver value for money. My vision for Colac Otway Shire is a healthy, prosperous, sustainable and vibrant place where people come to live, work and play; a place where everybody gets a fair deal. I will push for improved roads, planning and building services, community engagement, coastal services, environmental sustainability and for better informed and more transparent decisions. I can assist Council to complete the City Deal projects to a world-class standard and to work cooperatively with the new Coast Authority to address coastal erosion. As a ratepayer for 40 years, a father of three, grandfather of two, I recognise the need for affordable housing, rewarding jobs and robust climate actions. I will push for more support of the Shire's economic drivers - farming, fishing, forestry and tourism - to foster new technology, increase yields and create employment. I will support community-driven projects such as Lake Colac and coastal trails, refurbishment of Paradise and other neglected reserves, and more youth sports facilities in Colac and Apollo Bay such as pump tracks. I'm skilled, experienced and willing to listen. So whether you live in Colac, along the coast or in a rural community, I can hit the ground running to ensure everybody gets a fair deal. For more information please see www.facebook.com/costinforcouncil/

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LOFTS, Carol

My name is Carol Lofts. My family has resided in Colac for over 32 years. I am married with two adult children and six grandchildren. Currently, I am employed locally at the Post Office and in hospitality. I worked at Colac Area Health for two years and prior to this at the Colac Herald printing department for fourteen years, initially as a bindery operator and then eight years as Manager. As my children were growing up, I was an active committee member of several clubs and a community volunteer. Employment opportunities, health and welfare services and ensuring autonomous decision making are my major areas of concern. Election promises can be easily made and quickly forgotten. The current financial position of the Shire allows no scope for grand promises. I believe the citizens of our Shire are looking for a candidate who will offer: First, to deal with each issue on its merits. Second, to vigorously pursue state funding. For instance, the government investment to build 600 megawatts of renewable energy capacity state-wide. The offer is being made to create jobs and stimulate the economy as part of the state's economic recovery from COVID-19. Exactly what Colac Otway needs. Third, advocate for improved social housing and a job-creating post-COVID stimulus to upgrade Colac's existing social housing to at least minimum compliance. Fourth, to increase the budget for aged care services, including home help. If this virus has taught us anything, it is that all levels of government need to invest more in aged care. Fifth, to show proper respect for the work and recommendations of Council Officers. Sixth, to show attentive and respectful behaviour at Council Meetings and briefings. I seek your support in October to enable me to work for you.

3

Election Report **Local Government elections 2020**

30

Agenda - Council Meeting - 26 May 2021

259

Colac Otway Shire Council

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McCALLUM, Mark

I have lived and worked in the Colac Otway Shire with my wife for 43 years. I have watched the Shire and its towns grow and adapt in that time and would like to have a more involved role in supporting continued development while assuring the wellbeing of our community. I have been involved in the farming, business, sport and tourism communities and have served in community groups and school governance. I am now semi-retired, so have the time to invest and an inclination to research issues and seek effective outcomes. I accept climate change is very real, and one of the most important issues all levels of government are going to have to deal with. There are many innovative ways to embrace or mitigate its effects on our communities and it is good to see that council has already shown a willingness to initiate solar projects and access renewable organic networks. I think farmers are already feeling the real effects on their operations and need to be heard in council. At the same time the increasing uptake of alternative energies presents enormous opportunities to promote our available infrastructure and solid workforce in attracting new industry. In a post-COVID environment what we are going to need from our leaders is flexibility. As our responses to the pandemic have had to evolve, so will the solutions required for the enormous economic, cultural and societal recovery task we will face. We need people who are prepared to consider all options, and not be tied to outdated or extreme ideologies. In consideration of that, I am not and never have been a member of a political party, lobby group or movement. My ideals are based on solid evidence and reasoning and which I am comfortable adapting if presented with better evidence and reasoning.

4

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ARNOTT, Max

My community volunteering experience began after a stay in The Royal Children's Hospital Melbourne from a car accident that left my dad with six children to raise. Collecting donations for the Hospital appeal felt like I was giving back the care shown us. This commitment to giving back drives my continued community involvement, the experiences positioning me well as candidacy for council. The community has expectations I endorse of councillors as a team fairly representing the whole Shire. For a transparent process, this requires councillors to attend briefings, offer constructive feedback for council staff and listening to you, the public. Resulting in Council meetings focused on making beneficial decisions, proposed motions explained to the community, relevant questions, informative comments, releasing capacity for councillors to consider new strategies and maximise opportunities. Keep rates at a minimum, provide core services of maintaining roads for farmers and business, building infrastructure, and delivering cost-effective, sustainable services promoting a vibrant, healthy community. Our community set a proud example responding to the pandemic. We can assist businesses to recover with tourism and retail amongst the most impacted, reconsider the use of our town spaces, supporting outside dining, reducing red tape is my intention. Stimulate activity by progressing community infrastructure, in Towns and Settlements throughout the Shire including significant projects of the Apollo Bay \$12 million Harbour Redevelopment, \$5 million Apollo Bay Skenes Creek Great Ocean Walk and Colac-2050 growth plan. The Shire has a proud environmental record, with annual CO2 emissions down from 5199 tonnes in 2010 to net-zero realistically attainable. I intend to continue this sustainably and assisting the community in accessing government funding to reduce energy costs. If elected, I commit to honouring your vote, applying my experiences for your benefit, representing the whole Shire to Maximise opportunities. Vote one Max Arnott.

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HART, Stephen

I am an Economics graduate, former Mayor, Audit Committee member and an experienced Councillor. I am pleased to be your candidate for this council election. My partner and I have lived off the grid with solar power in Lavers Hill for over 20 years, in a mud brick house we built ourselves. The pandemic has hit Victoria hard. As an experienced Councillor, I will be especially vigilant to ensure that Council deals compassionately with people experiencing hardship. The community spirit is one of the delights of living in the Otways. As the Councillor who lives furthest from Colac, I work to ensure that rural and coastal areas are also heard. I accept the scientific consensus on climate change. My guiding principles are fairness, a healthy environment and healthy people. I am endorsed by the Greens. My vision is for a Council that works constructively with its community. If re-elected I aim to achieve net zero carbon emissions across Council's operations and support the community to move towards net zero emissions. Other priorities include: 1) Infrastructure improvements in towns and the City Deal projects along the coast. 2) The Apollo Bay Early Years Hub. 3) A new Colac Specialist School. 4) An even better library service as part of the Geelong Regional Libraries group. 5) More Planning improvements so it is easier to gain approval to build a house on rural land. Since being elected, I have been key in introducing solar panels on Council buildings, choosing 100% renewable electricity, making recordings of Council meetings available to the public and helping Council achieve a record low debt. I support rate capping to limit rate increases. Contact: 0447 844 437, <https://fb.me/OStephenHart> or lavershill7@gmail.com. Vote [1] Stephen Hart for a voice that represents our diverse and vibrant community.

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WHITE, Margaret

The call for more women to stand for local government and the opportunity to contribute at a local level motivated me to nominate as a candidate for Colac Otway. I was born and have lived in the Shire almost all my life and lived in Beesac for many years with my husband Ken, and 2 boys Michael and Alex before returning to Colac 20 years ago. I am acutely aware that the needs of all the Shire, rural and towns, deserve equal attention, with fair and considered allocation of resources. I will advocate for strong community engagement to give everyone the opportunity to be heard. Thirty years in community services, managing, developing and advocating for programs for the Colac Otway community has given me the skills and experience to bring fresh eyes and a new voice to the council table. I served as Director of Community Services at Colac Area Health for 10 years to December 2019 and had extensive experience in leadership roles, developing partnerships, financial management, planning and working collaboratively to achieve agreed goals. I am committed to good governance, that is inclusive, transparent and has a strong focus on a sustainable future. My interests and priorities include building strong infrastructure, care and protection of the environment, arts and culture and promoting the region as a great place to live and visit. I believe good planning processes and affordable housing for all the community including a growing workforce is important to the future prosperity of the Shire. I have been actively involved in the community over many years serving on School councils and Friends of the Botanic Gardens. I look forward to working with the community and promise a new approach and a fresh independent voice.

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LANGRIDGE, Susan

I'm a nurse and a midwife who's passionate about community and well-being, and our environment. I'm standing for election because I believe the council can and should do more to tackle climate change. I also believe that a healthy, safe and successful community is one that offers a sense of belonging and opportunities to get ahead. Council should include people of all backgrounds, including more women to truly represent the shire. I've lived in Forrest and worked in the district since 1992, helping local families at some of the most important times in life. In 2019 I joined the Climate Action Team out of concern for our children and the environment they will inherit. I believe council actions should be focused on doing what's right, for the people it serves. I have been active in the community of Forrest, volunteering on the kindergarten, primary school, Forrest Public Hall committees and the previous Forrest Progress Association. As we plan our recovery from this difficult year, I will promote employment and growth in the sustainable industries of the future. If elected, I will work to make Colac Otway Shire a leader in sustainability and ensure the benefits flow to both its people and our beautiful environment.

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HANSON, Kate

As a strong, independent voice, I will represent this electorate's diverse interests with insight, perspective, and integrity. I will draw on my experience as a councillor since 2016 to continue to deliver community projects that enhance the livability and opportunities for Colac Otway Shire, and its defined localities. I offer a whole of shire approach that works collaboratively with fellow councillors, shire staff, all community groups and stakeholders. I will continue to advocate relentlessly with all levels of government for the needs of this community, and to promote our Shire as a great place to live, work and raise a family. Drawing on more than 20 years professional experience and leadership, I will guide Council to a sound financial position through efficient and responsible budget management and by encouraging sustainable business investment and growth in the Shire. My role as a certified practicing accountant in Colac, enables me to understand the challenges facing local business, and as the owner of a sheep and cropping enterprise with my husband, Will, I appreciate the issues affecting local farmers and the need to proportionately balance lifestyle expectations with rural productivity. Being a parent with young boys, I respect families' concerns for quality health, education and recreational facilities, and the need to create a secure future for our children. As a rate payer, I appreciate the demands for reliable infrastructure and services. I will provide greater gender equity, and open and accountable representation. There has never been a greater need for proven, reliable, and stable representation as we navigate this pandemic, and beyond.

9

Colac Otway Shire Council

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FINNIGAN, Tosh-Jake

My name is Jake Finnigan (or Tosh, if you prefer), and if elected, I will blow the whistle on council rorts, petty politics, waste, and pot-holes. I am 26, live at Carlisle River, and my Finnigan, Kennedy, and Jennings family roots have been firmly planted within the shire for generations. I have proven experience in politics and business, recently opening Toshco Music, and understand the huge commitment required of a councillor. Unlike some, I am a true independent, free from the shackles any party or lobby group, and my past whistleblowing against the state government on the Redshirts Rorts for Votes matter shows I am not afraid to speak up when something is dodgy, even if it is to my own detriment. I aim to rid the council of the petty politics and nastiness which has plagued the previous two terms of council, and vow to work closely with everyone elected to council to get the best results for our shire and the people within it. I will be a strong advocate for our youth, and aim to show them that our shire is a great place to live, not to leave. I want to see the more rural areas of our shire have access to better roads and rubbish collection services, and yearn to see them receive the same value for money from their rates as those dwelling in town. I want to see council take advantage of our proximity to Melbourne and the regional land boom and position the shire as the next big opportunity in order to entice young families to the region. Finally, I will advocate for better provision of public transport to Ballarat, Camperdown, and Warrambool for students and workers, and better mental health services for our shire. Vote 1 Tosh-Jake Finnigan.

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BELL, Jamie

Voting 1 for me means safer roads, fairer rates, a focus on business support and better health services for all residents. I will listen and follow through all concerns and will be accessible and approachable. I will be a strong voice for the local community and will ensure our region can reach its full potential. A post COVID-19 economic recovery plan for our hardworking local businesses will be developed and I will work to support them through this unprecedented challenge. I will not stop until we get our world class tourism and hospitality industries back up and running. I am an advocate for key issues facing residents such as safer roads, fairer rates and ensuring our waste is managed effectively. I also bring to the table a diverse skillset and a wealth of personal and professional experience beyond my 37 years. As an ecologist working on complex infrastructure projects across south west Victoria, I have a technical understanding of how to plan and build better local roads, while protecting the environment. This unique skillset and experience will be a valuable asset. Born and bred in the southwest, my wife Catherine and I moved to Barwon Downs five years ago where I continue to live today. During my wife's battle with cancer we formed a strong relationship with Colac Area Health and became focused on supporting this wonderful organisation and the amazing people who work there. After Catherine's passing in 2019, I continued my focus on improving healthcare and was honoured to be appointed to the Hospital Foundation board last year. I have a keen interest in farming and in my spare time can be found out in the local community enjoying the many great offerings of our region, relaxing at home and in my garden with my two dogs.

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CLARK, Maxwell N.

Colac Otway Shire Council needs new people on the council with new ideas, perspectives, experience, vitality, and passion. I am proud to be part of the Colac Otway Shire community and especially the Cressy community, but, like many of us, I have been frustrated by the current council's lack of support for our outlying towns, our elderly, disabled, farmers, and our small businesses. I am frustrated by this council and how it has over the years disengaged with the community and businesses, has created more red and green tape that has stifled our communities and businesses to grow by placing more and more restrictions on them. It is time for new people to be elected and stop the same old same old from our council. It is time for new innovative ways of doing things within the council so as to assist in stopping the rise in rates, reduce and streamline policies that are neutering our shire from moving forward. It is time our council becomes more transparent and responsible for its actions or lack of. The Colac Otway Shire Council has to begin developing support programs for our communities, our businesses, our farmers, our elderly, our disabled, and youth for the years to come as we as a whole community within our shire struggle to rebuild our lives after the destruction that COVID has caused. You deserve a council that will strive to work with you all and form a team that will not break, will not stop until we all have beaten the damage COVID has done. This is why I am standing for election. I have the experience, knowledge, ideas, the passion to engage with you all and to work with you all so we, as a team, can make Colac Otway Shire great once again.

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NOTICE: The contents of candidate statements are provided by the candidates. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.



POTTER, Chris

I am born and bred in Colac. I can trace my family history in this area back to the 1880's. I have a rich family background in farming, small business and community service. As a 19 year old I left Colac to join Vic Police where I worked in Melbourne returning to Colac as a Detective, retiring in 2018. I have seen all sides of life in this community, the bad, the good, the resilience and generosity. Retiring from the police force, I wanted to continue my commitment to serve and was elected to council in 2016 serving the first year as Mayor. I stood then, as I do now, on a platform of Integrity, Leadership, Equality and Common Sense. It has been a challenging but rewarding four years. Being able to champion issues within the shire has been a privilege including addressing the Prime Minister in Canberra regarding coastal infrastructure needs which helped secure over \$15m allocated to our shire coastal projects. I am proud of my achievements. There are significant challenges ahead for the new council, but also lots of opportunities. A steady hand is needed to lead the community, especially business, through a COVID recovery and a return to normality and growth. More affordable housing with fast tracking of large and small developments, an increase in social housing all helps to grow business and community. Supporting retail and small business is vital. Real support for community led sustainability projects, recognition of our indigenous and migrant communities and addressing social issues and under privilege, are also my ambitions. I want to further cut red tape, improve service levels and budgetary efficiency, to achieve dollar value for the ratepayer. I am proud of this Shire and I will listen to, support and lead the community. Thank you for reading.

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NOTICE: The contents of candidate statements are provided by the candidates. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the Election Manager.



EBELING, Catriona

After moving to Colac 45 years ago, I made a conscious decision to stay and raise my family here. My commitment to this region is demonstrated by my active and ongoing involvement over many years in a range of community roles and activities: teaching at secondary and tertiary levels, Arts and Culture groups and events, basketball coach and team member, Scout leadership, local CFA, church council, sustainable environment groups, parent groups, and education mentoring support and leadership through VIEW (Voicing Interests and Education of Women). This experience in various roles and activities has allowed me to connect with the diverse makeup of the Colac Otway community. It underpins my values and beliefs in effective teamwork, building strong communities, sustainability through environmentally-friendly practices, and service to others that a community such as ours is so reliant on. I was recently contracted by the Shire to deliver transport projects to benefit our community, and so through community consultation, the weekly Apollo Bay-Colac bus and the summer Colac-Lorne bus were established. My teamwork with other Shires resulted in the implementation of the much-needed additional daily Warrambool-Melbourne train service. To deliver big projects like the highway duplication and upgrade of the Geelong-Warrambool train line, I believe a continued commitment to G21 is a key to future access to State and Federal funding. If elected, I will advocate for our Shire and Region through G21 and its collective voice of 5 neighbouring Councils. I have a keen interest in giving back to the community, and the values underlying my nomination for Council are Community Connections, Volunteering and Getting Things Done. I welcome the opportunity to play a greater role as your representative, and have a commitment to contributing to a sustainable environment that moves Colac Otways community and economy forward, both during and after the pandemic.

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Colac Otway Shire Council

Appendix 8: Daily breakdown of the general mail-out

Colac Otway Shire Council election			
6 October 2020	7 October 2020	8 October 2020	Total
6,697	6,697	6,303	19,697

Colac Otway Shire Council

Appendix 9: Result information

Colac Otway Shire Council election

Count summary

Enrolment:	19,697
Formal votes:	15,825
Informal votes:	840 (5.04% of the total votes)
Voter turnout:	16,665 (84.61% of the total enrolment)

Candidates (in ballot paper order)	First preference votes	Percentage
McCRACKEN, Joe	3,637	22.98%
COSTIN, Graham Leslie	1,727	10.91%
LOFTS, Carol	264	1.67%
McCALLUM, Mark	262	1.66%
ARNOTT, Max	414	2.62%
HART, Stephen	1,528	9.66%
WHITE, Margaret	678	4.28%
LANGRIDGE, Susan	832	5.26%
HANSON, Kate	1,425	9.00%
FINNIGAN, Tosh-Jake	1,052	6.65%
BELL, Jamie	1,251	7.91%
CLARK, Maxwell N.	269	1.70%
POTTER, Chris	1,889	11.94%
EBELING, Catriona	597	3.77%

Successful candidates

McCRACKEN, Joe (1st elected candidate)

POTTER, Chris (2nd elected candidate)

COSTIN, Graham Leslie (3rd elected candidate)

HANSON, Kate (4th elected candidate)

HART, Stephen (5th elected candidate)

BELL, Jamie (6th elected candidate)

WHITE, Margaret (7th elected candidate)

Colac Otway Shire Council

Appendix 10: Election participation statistics

Note: Participation is measured by the number of marks on the roll as a percentage of total enrolment and can vary from turnout (total ballot papers counted as a percentage of total enrolment).

Colac Otway Shire Council election			
Enrolment category	Participation as a percentage of voters enrolled in each category for 2020 Colac Otway Shire Council general election	Comparator for 2016 Colac Otway Shire Council general election	Statewide postal election comparator for 2020 LG elections (excl. Melbourne City Council)
Voters enrolled through section 241 of the LG Act	89.76%	86.18%	86.27%
aged 18 to 69 years old on election day	88.95%	86.43%	85.48%
aged 70 years and over on election day	92.79%	85.11%	90.14%
Voters enrolled through sections 243 - 245 of the LG Act	76.55%	65.76%	60.96%
Council total	87.61%	81.65%	84.12%

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Item: 10.7

Councillor attendance at the Australian Local Government Association's National General Assembly in Canberra and change of Council meeting date in June 2021

OFFICER	Marlo Emmitt
CHIEF EXECUTIVE	Peter Brown
DIVISION	Executive
ATTACHMENTS	Nil
PURPOSE	To approve Councillor attendance at the Australian Local Government Association's National General Assembly in Canberra and reschedule the June Council meeting.

1. EXECUTIVE SUMMARY

The purpose of this report is to provide for Colac Otway Shire participation in the Australian Local Government Association's National General Assembly (ALGA NGA) in Canberra during the period 20 to 23 June 2021 and reschedule the Council meeting from Wednesday 23 June to Thursday 24 June 2021.

In accordance with:

- Council's Expenses Policy (adopted on 22 July 2020), any expenditure greater than \$600 (including registration, travel and accommodation) for a Councillor to attend a conference, seminar, training session, trade delegation, friendship visit etc. must be approved by Council.
- Council's Governance Rules, Council may change the date, time and place of any Council meeting which has been fixed by it and must provide reasonable notice of the change to the public.

2. RECOMMENDATION

That Council:

- 1. Approves the following Councillors attending the Australian Local Government Association's National General Assembly in Canberra during the period 20 to 23 June 2021:**
 - 1.1. Mayor, Cr Kate Hanson**
 - 1.2. Cr Margaret White**
 - 1.3. Cr Chris Potter**
- 2. Resolves to change the date of the June Council meeting from Wednesday 23 June 2021 to Thursday 24 June 2021.**

3. KEY INFORMATION

The ALGA NGA provides a forum for local government to discuss and advance issues of national significance to local government.

There are a number of benefits to participating in NGA, some of which include:

- It is the largest national conference for Local Government held in Australia with over 870 delegates.
- It provides over 10 hours of professional development.
- Over 15 hours available to network with other Local Government leaders.
- Over 140 motions debated and used to engage with 24 Ministers and Federal portfolios.
- Opportunity to visit Colac Otway's Federal Member to discuss relevant issues, such as: the impact of seismic testing on lobster fishing, housing, the environment and Building Better Regions.

The 2021 NGA theme is *Working Together for Our Communities* and provides an opportunity to hear from political leaders, experts, commentators, and colleagues in local government to:

- Learn more about how working collaboratively to achieve results in cost-effective and innovative ways.
- Share knowledge and lessons learned about approaches and models that build resilience, overcome adversity, and grow local economies.
- Discover initiatives that can be integrated into current council operations and maintained in the longer term.
- Identify ways to effectively engage the local community and businesses in creative, community-focused activities that build local capacity and capability.

The following three Councillors will be attending the ALGA NGA:

- Mayor, Cr Kate Hanson
- Cr Chris Potter
- Cr Margaret White.

Accompanying the Councillors will be the General Manager, Development and Community Services, Ian Seuren.

The total cost associated with participation by Councillors is estimated at \$7,000 and includes airfare, accommodation for up to three nights and registration costs.

4. COMMUNITY CONSULTATION & ENGAGEMENT

Not applicable.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 1 - Our Prosperity

3. Strengthen partnerships with key stakeholders to benefit the whole community.

Theme 4 - Our Leadership & Management

2. Openness and accountability in decision making.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

Not applicable.

LEGAL & RISK

In accordance with Council's Governance Rules, Council may change the date, time and place of any Council meeting which has been fixed by it and must provide reasonable notice of the change to the public.

The recommendation made in this report is therefore within the Council's power under the Governance Rules.

FINANCIAL & BUDGETARY

In accordance with Council's Expenses Policy (adopted on 22 July 2020), any expenditure greater than \$600 (including registration, travel and accommodation) for a Councillor to attend a conference, seminar, training session, trade delegation, friendship visit etc must be approved by Council.

The total cost associated with participation is estimated at \$7,000 and includes airfare, accommodation for up to three nights and registration costs.

7. IMPLEMENTATION STRATEGY

COMMUNICATION

The rescheduled Council meeting date will be advertised throughout the community. The commencement time remains unchanged.

TIMELINE

Not applicable.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

Item: 10.8

Contract 2123 Truck and Trailer (Combination) procurement

OFFICER	Hailey Spokes
GENERAL MANAGER	Tony McGann
DIVISION	Environment & Infrastructure
ATTACHMENTS	Nil
PURPOSE	Council approval is required to award Contract 2123 – Supply and delivery one 9 metre Tipper Truck and Trailer (Truck and Trailer Combination).

1. EXECUTIVE SUMMARY

This contract (2123) is for the supply and delivery of a new 9m Truck and Trailer Combination for Colac Otway Shire. The procurement is in line with Council's 10-year rolling fleet replacement plan.

A new 9m Truck and Trailer is required to replace the current truck and trailer that has been triggered for replacement due to it having reached the end of its useful life (10 years).

A Request for Tender (RFT) was advertised through the Municipal Association of Victoria seeking responses from suitable vendors to undertake the contract. Three tender submissions were received by the closing date of 01 March 2021. The submissions were evaluated by the Tender Evaluation Panel (TEP) using a set list of weighted criteria.

The current 9m Truck and Trailer has been offered as a trade-in and Council will receive a return of \$53,500.00. This will be deducted from the amount quoted for the replacement truck and trailer reducing the cost to \$333,584.00 that falls within budget.

The submission from Fuso Truck and Bus (Fuso Truck) produced excellent scores in capacity, capability, safety, efficiency, emissions and availability. The selected truck meets all requirements and specifications. Experience with Fuso Freightliner has been excellent to date with Council currently owning a Freightliner that is 10-years-old and our experience is that maintenance costs are minimal. The Freightliner offers a conventional cab as specified by operators. The supply -time for delivery of 13 – 15 weeks is satisfactory.



2. RECOMMENDATION

That Council:

- 1. Awards CON 2123 – Heavy Plant Equipment - 9m Truck and Trailer (Combination) to Fuso Truck and Bus for the tendered price of \$387,084 (ex GST);**
- 2. Authorises the Chief Executive Officer to sign the contracts following award of Contract CON 2123 – Heavy Plant Equipment - 9m Truck and Dog Trailer; and**
- 3. Authorises the Chief Executive Officer to perform all roles of the principal.**

3. KEY INFORMATION

Currently Council owns a 9m Isuzu Giga Tipper truck, registration XVT903 as part of the fleet to maintain Colac Otway's Road network. The Isuzu Giga was purchased new in August 2010 and has reached the end of its useful life (10 years).

An open request for tenders was issued via Municipal association Victoria (MAV). Tenders closed on 1 March 2021. Tender submission was received from three suppliers:

Tenders were evaluated and a recommendation made in accordance with Council's *Procurement Policy and Tenders/Quotations and purchasing procedure*.

All tenders were evaluated and scored using the following selection criteria:

Criteria	Weighting
OH&S features	15%
Experience and track record	10%
Parts and availability	15%
Mechanical and Technical Capability/Suitability	20%
Resources and Capacity	5%
Local contribution	5%
Financial	30%

The tender Evaluation Panel consisted of the following members, all whom declared no conflict of interest with any of the suppliers:

- Fleet Coordinator
- Roads North Team Leader
- Works Supervisor.

4. COMMUNITY CONSULTATION & ENGAGEMENT

Whilst community consultation is not applicable to this purchase, extensive consultation was undertaken in the selection and procurement of this truck and trailer combination with Colac Otway Shire Services and Operations staff particularly the current truck operators.

5. ALIGNMENT TO COUNCIL PLANS, POLICIES OR STRATEGIES

Alignment to Council Plan 2017-2021:

Theme 2 - Our Places

2. Our places are managed for long-term sustainability.
5. Delivery of our capital works program.

Theme 4 - Our Leadership & Management

1. Effectively manage financial resources.
2. Openness and accountability in decision making.
4. Provide value for money services for our community.

6. CONSIDERATIONS

ENVIRONMENTAL, SOCIAL & CULTURAL, & ECONOMIC

New trucks compared to older machines are more ergonomic and more environmentally friendly.

New diesel vehicles are proven to be more efficient and produce fewer emissions than older generation vehicles.

Fuso Freightliner engine models are built to comply with JP17 (Euro 6 equivalent) emission standards.

Vehicle emissions are evaluated by requiring this emission standard. On this basis any Tenders received not line with current emissions standards this would be deemed as non-conforming and not assessed.

Whilst electric technology has advanced significantly electric applications for trucks and busses is currently at pre-production phase and there are very few if any heavy electric vehicles available on the market. We believe that there are mass production plans for trucks in the near future.

Manufactures are trying to extend the capability of vehicles as present trials indicate that these units have a maximum range of approx. 200kms in an unloaded state. This would not be suitable for our requirements but we expect that performance will improve rapidly over the medium term.

LEGAL & RISK

The plant procured must comply with all relevant legislation and Australian and International standards

FINANCIAL & BUDGETARY

As per the supplied RFT evaluation report the preferred supplier produced excellent scores in both capacity and capability. The truck and Trailer are to be serviced in house.

Parts for this truck are readily available in Melbourne and Geelong and should warranty issues arise there are dealers and repairers of this make and model in Geelong and Melbourne.

The truck meets all requirements and specifications and is suitable for all day-to-day work requirements.

The tendered price provided by Fuso Truck was \$387,084 (excluding GST), which placed the company in first place in the overall ranking.

The current 9m Truck and Trailer has been offered as a trade-in and Council will receive a return of \$53,500.00. This will be deducted from the amount quoted for the replacement truck and trailer reducing the cost to \$333,584.

Plant purchases are funded by the plant replacement reserve. The net cost of the purchase is within the total available budget.

7. IMPLEMENTATION STRATEGY

Upon award of the contract 2123 to the successful tenderer the unsuccessful tenderers will be notified and delivery of the new plant (and disposal of the replaced plant) will be scheduled.

COMMUNICATION

The successful tenderer will be notified by a letter of acceptance signed by the Chief Executive.

Notice of the award of the Contract will be published on Council's website. Letters will also be issued to the unsuccessful tenderers.

TIMELINE

The advice given by Fuso Truck and Bus on delivery time of new unit will be 12-24 weeks. This timeframe is acceptable taking into account the time it will take to build up the truck and trailer bodies.

8. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

Item: 10.9

Audit and Risk Committee - Biannual Audit and Risk Report

OFFICER	Lyndal McLean
CHIEF EXECUTIVE	Peter Brown
DIVISION	Executive
ATTACHMENTS	1. ARC - Biannual Report to Council - Oct 2020 to Feb 2021 [10.9.1 - 4 pages]
PURPOSE	To receive for information the Colac Otway Shire Audit and Risk Committee biannual audit and risk report.

1. EXECUTIVE SUMMARY

Under Section 54 (5) of the *Local Government Act 2020* the Audit and Risk Committee must prepare a biannual report which the Chief Executive Officer must table at the next Council meeting.

2. RECOMMENDATION

That Council receives for information the Colac Otway Shire Audit and Risk Committee biannual report dated 25 February 2021.

Report to Council of Colac Otway's Shire Council Audit and Risk Committee (ARC) for presentation to Council by the CEO

Chairman's Report to Council

1. Introduction

Under Section 54 (5) of the *Local Government Act 2020* the Audit and Risk Committee (ARC) must prepare a biannual report which the Chief Executive Officer must table at the next Council meeting. This is the first of these reports and covers two ARC meetings since the formation of the new Council in November 2020.

2. ARC Membership

- Mr Michael F Said OAM, CPA Independent Chairperson
- Mr Brian Keane BEcon, FCPA Independent Member
- Mr Richard Trigg BCom, FCPA Independent Member
- Cr Stephen Hart
- Cr Graham Costin

All independent members are experienced people in ARC's in Local Government.

3. Committee Meetings and ARC Charter

Council approved a new ARC Charter in line with the new Act on 26 August 2020. The Committee held 2 meetings on the 2nd December 2020 and 10th February 2021 under the new ARC Charter being in accordance with the agreed ARC work plan for the 2020-2021 ARC work year. All members were present at both meetings together with the Executive Management Group and other officers as required. The matters on the agenda followed the ARC work plan for the 2020-2021 ARC work year. Council adopted a new ARC in late 2020 in accordance with the implementation timetable prescribed in the *Local Government Act 2020*.

4. ARC Objectives and Purpose

The key objective and purpose of the ARC as stated in the ARC Charter is to provide a structured, systematic oversight of Council's governance, risk management and internal control practices. The ARC assists the Council and management by providing advice and guidance on the adequacy of initiatives for:

- *Values and behaviours*
- *Governance structure*
- *Risk management*
- *Internal Control framework*
- *Oversight of internal audit activity, external auditors and other providers of assurance services*
- *Financial and performance statements and public accounting reporting.*

5. ARC Responsibilities and Activities

5.1 Values and Ethics

The ARC reviewed and discussed a report from the Executive Management (EM) at the ARC February meeting relating to Code of Conduct, Conflict of Interest and mechanisms to establish and maintain high ethical conduct, values and behaviours. It is anticipated that further consideration of this topic together with related policies be considered by the ARC at future meetings.

5.2 Organisational Governance

The CEO briefed and provided the ARC at both the December and February meeting with comprehensive reports related to these matters. Members were able to raise and question the CEO on matters in the report and other compliance matters.

5.3 Risk Management (RM)

The ARC received details of all extreme and high risks together with Minutes of the Risk Management Committee (RMC) that oversees the identification, profile, remediation actions, and monitoring of risks. In addition there were more specific papers related to OHS, IT Disaster Recovery Plan (DRP) and Cyber security. Management presented a further paper related to Council's Insurance program for consideration by the ARC.

5.4 Fraud and Corruption

At each ARC meeting, Management present a report relating to Councils Fraud Control program. This is a valuable program that looks at a number of areas of Council's operations to ensure compliance with Council's policies. In addition, further papers were presented to the ARC which were outside the standard program either under this item or under organizational governance by the CEO.

5.5 Control

The ARC receives regular reports related to compliance with Councils procurement policy. These reports are quite comprehensive in the analysis of all procurement matters.

In addition, the ARC received at each meeting a financial report for the quarter and year to date. This report includes:

- Analysis of year to date results compared to the 2020/21 adopted budget,
- Financial Statements including Income, Balance Sheet, Cash Flow Statement and Capital Works Statements,
- Forecasted 2020/21 financial sustainability indicators,
- Any changes to significant accounting policies and/or disclosures including a review of useful lives of infrastructure assets, and
- Progress statement of major initiatives.

5.6 Compliance

The CEO provides the ARC with a written report at each meeting relating to any noncompliance matter relating to Council policies and/or any Legislation.

5.7 Internal audit

The Internal auditor attended both meetings and presented his Status reports and other literature of a general nature relevant to work of ARC's generally. In addition he presented the following 3 internal reports:

- Road Management Plan (RMP) audit,
- Fleet Management, and
- Payroll including Data Analytics.

Report findings and audit recommendations together with complete management comments were discussed by the ARC.

In addition, a Memorandum of Audit Planning in respect to Child Safe Standards was reviewed and approved by the ARC.

It should be noted that, prior to the commencement of any internal audit, the committee is provided with the proposed scope of each audit. The scope is developed by the auditor with reference to the executive management team and discussed and approved at audit committee meetings. The scope documents for any ad hoc audit engagements must similarly be referred to the AC prior to commencement of the audit. Further, the ARC follows up and monitor on the implementation of all outstanding audit recommendation at each meeting.

5.8 External Audit

The Agent of the Auditor General presented their draft audit strategy in respect to the audit of the 2020-2021 financial and performance statements at the February meeting.

COVID -19

In addition to the standard audit objectives in respect to their review of the annual financial and performance statements, the agent of the AG indicated that they will:

- review the impact of COVID 19 on Colac's financial reporting such as changes to revenue streams, demand on specific services, impacts on your workforce and associated cost implications, valuation of assets, additional provisioning requirements and cash flows,
- assess the impact of COVID 19 on your control environment (due to work from home arrangements, changes to financial delegations' limits etc), and
- audit the specific disclosures highlighting the impact of COVID 19 and ensure compliance with model LG financial report template for 2020-21.

5.9 General

This report has been reviewed and approved by Audit and Risk Committee members.

Michael F Said OAM, CPA
Chair
Colac Otway ARC
25 February 2021

Item: 10.10

Audit and Risk Committee Minutes - 10 February 2021

OFFICER	Lyndal McLean
CHIEF EXECUTIVE	Peter Brown
DIVISION	Executive
ATTACHMENTS	1. Audit and Risk Committee Meeting - Minutes - Signed - 10 February 2021 [10.10.1 - 24 pages]
PURPOSE	To receive for information the Colac Otway Shire Audit and Risk Committee minutes dated 10 February 2021.

RECOMMENDATION

That Council receives for information the Colac Otway Shire Audit and Risk Committee minutes dated 10 February 2021.



AUDIT AND RISK COMMITTEE MEETING

MINUTES

Wednesday 10 February 2021

at 9:00 AM

by videoconference



COLAC OTWAY SHIRE AUDIT AND RISK COMMITTEE MEETING

Wednesday 10 February 2021

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COLAC OTWAY SHIRE AUDIT AND RISK COMMITTEE MEETING

MINUTES of the *AUDIT AND RISK COMMITTEE MEETING OF THE COLAC OTWAY SHIRE* held by videoconference on Wednesday 10 February 2021 at 9:00 AM.

MINUTES

1 DECLARATION OF OPENING OF MEETING

2 PRESENT

Mike Said (Chair)

Brian Keane

Richard Trigg

Cr Graham Costin

Cr Stephen Hart

Peter Brown, Chief Executive

Errol Lawrence, General Manager, Corporate Services

Tony McGann, General Manager, Environment & Infrastructure

Ian Seuren, General Manager, Development & Community Services

Marlo Emmitt, Manager, Governance & Communications

Lyndal McLean, Governance Coordinator

Andrew Zavitsanos (Crowe)

Christopher Kol (McLaren Hunt)

Jason Clissold, Manager, Financial Services

Nick Howard, Finance Coordinator

Cameron Duthie, Manager, Services & Operations

Daniel Roberts, OHS & Environment Officer

Jo Grainger, Manager, People & Culture

Steven Crawford, Manager, Information Services

Scott Adamson, Infrastructure Systems ICT Officer

Ben McLaughlin, Coordinator, Procurement & Tenders

Paul Austin, Contractor

3 APOLOGIES

Nil

4 DECLARATIONS OF INTEREST

Nil

5 CONFIRMATION OF MINUTES

- Audit and Risk Committee Meeting held on 2 December 2020.

RESOLUTION

MOVED Mike Said, SECONDED Brian Keane

That the Audit and Risk Committee confirm the minutes from the Audit and Risk Committee Meeting held on 2 December 2020.

CARRIED 5 : 0

6.1 BUSINESS ARISING FROM THE PREVIOUS MEETING

Nil

6.2 INTERNAL AUDIT

Audit and Risk Committee Plan:

- Item 7.8 Review in camera with management the effectiveness of the Internal Audit function.

A Closed Session meeting of the Audit and Risk Committee members took place on 10 February 2021 from 8.30am – 8.45am to consider the item listed immediately above. Peter Brown and Errol Lawrence also attended this meeting.



Item: 7.1

Organisational Governance: Chief Executive Statement of Compliance

OFFICER	Peter Brown
CHIEF EXECUTIVE	Peter Brown
DIVISION	Executive
ATTACHMENTS	Nil
PURPOSE	To update the Audit and Risk Committee on compliance matters across the municipality

RECOMMENDATION

That the Audit and Risk Committee note the Chief Executive Statement of Compliance.

ALTERNATIVE MOTION

MOVED Brian Keane, SECONDED Cr Graham Costin

That the Audit and Risk Committee:

- 1. note the Chief Executive Statement of Compliance.*
- 2. requests a further report be presented to the 12 May 2021 Audit and Risk Committee Meeting in respect of the matter raised by General Manager, Corporate Services.*

CARRIED 5 : 0

Paul Austin attended the meeting at 9.07am.
Jo Grainger attended the meeting at 9.09am.
Steven Crawford attended the meeting at 9.28am.
Scott Adamson attended the meeting at 9.28am.



Item: 7.2

Values & Ethics: Review processes for communicating Council's Employee Code of Conduct; and Review oversight of the mechanisms established by management to establish & maintain high ethical standards

OFFICER	Jo Grainger
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	Nil
PURPOSE	This report provides an update on Council's approach to embedding, reviewing and maintaining high values and ethics in the organisation.

RESOLUTION

MOVED Richard Trigg, SECONDED Cr Stephen Hart

That the Audit and Risk Committee receives this report into Council's approach to Values and Ethics within the organisation.

CARRIED 5 : 0



Item: 7.3

Risk Management: Framework, Strategic and Operational Risk Profile and OH&S Action Plan

OFFICER	Marni Young
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	<ol style="list-style-type: none">1. Risk Management Committee - Meeting Minutes - 20201020 [7.3.1 - 7 pages]2. Corporate Risk Register - Strategic Risks - Audit and Risk Committee - 20210210 [7.3.2 - 3 pages]3. Corporate Risk Register - Operational Risks - High and Extreme - Audit and Risk Committee 20210210 [7.3.3 - 3 pages]4. Risk Register Corporate - Risk Matrix [7.3.4 - 1 page]5. Colac Otway Shire - OHS 3 Year Strategic Plan 2018 - 2020 [7.3.5 - 17 pages]
PURPOSE	To provide the Audit and Risk Committee with a review of Council's risk management framework, including the strategic and operational risks and the corporate OH&S action plan.

RESOLUTION

MOVED Brian Keane, SECONDED Cr Graham Costin

That the Audit and Risk Committee receives the risk management report as at January 2021 for information.

CARRIED 5 : 0

Ben McLaughlin attended the meeting at 9.57am.
Jo Grainger left the meeting at 9.58am.



Item: 7.4

Risk Management: Review IT Disaster Recovery Plan framework and testing regime including cyber Security

OFFICER	Steven Crawford
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	1. ICT Disaster Recovery Plan 2020 - printed 20210203 [7.4.1 - 23 pages]
PURPOSE	For the Audit and Risk Committee to consider the Draft Disaster Recovery Plan

RESOLUTION

MOVED Richard Trigg, SECONDED Cr Stephen Hart

That the Audit and Risk Committee consider and note the draft Disaster Recovery Plan.

CARRIED 5 : 0

Steven Crawford left the meeting at 10.05am.
Scott Adamson left the meeting at 10.05am.



Item: 7.5

Financial Reporting: Review changes to significant accounting policies and disclosures - Review of Useful Lives of Infrastructure Assets

OFFICER	Nicholas Welsh
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	1. Review of Depreciation Levels [7.5.1 - 7 pages]
PURPOSE	To provide the Audit and Risk Committee an update on the review of asset useful lives and the impact on depreciation.

RESOLUTION

MOVED Brian Keane, SECONDED Cr Graham Costin

That the Audit and Risk Committee note the changes of the useful lives of the infrastructure assets subject to external auditor approval.

CARRIED 5 : 0



Item: 7.6

Financial Reporting: Review significant variances between actual and budget

OFFICER	Nick Howard
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	<ol style="list-style-type: none">1. Quarterly Budget Report 6 Months Ending 31 December 20 [7.6.1 - 10 pages]2. 2020-21 Financial Statements - Dec 20 [7.6.2 - 3 pages]3. 2020-21 Capital Works - Dec 20 [7.6.3 - 2 pages]4. 2020-21 Services Area Report - Dec 20 [7.6.4 - 11 pages]5. 2020-21 Major Initiatives Report - Dec 20 [7.6.5 - 4 pages]
PURPOSE	To present the Budget Report for the 6 months ending 31 December 2020

RESOLUTION

MOVED Cr Graham Costin, SECONDED Brian Keane

That the Audit and Risk Committee note the attached Budget Report for the 6 Months Ending 31 December 2020.

CARRIED 5 : 0



Item: 7.7

Internal Control: Policy Review - 16.4 Guarantee of Community Loans

OFFICER	Jason Clissold
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	1. Council Policy 16 4 Guarantee of Community Loans (amended) [7.7.1 - 4 pages]
PURPOSE	To discuss proposed changes to Council Policy 16.4 Guarantee of Community Loans, following September 2020 briefing.

RESOLUTION

MOVED Cr Graham Costin, SECONDED Brian Keane

That the Audit and Risk Committee note the amended Council Policy 16.4 - Guarantee of Community Loans.

CARRIED 5 : 0



Item: 7.8

**Internal Control: Review of Procurement, Purchasing,
Tenders and Contract Practices**

OFFICER	Ben McLaughlin
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	Nil
PURPOSE	This report provides the Audit Committee with an update on the compliance of procurement activity up to 31 December 2020 against the current policy.

RESOLUTION

MOVED Cr Stephen Hart, SECONDED Richard Trigg

That the Audit and Risk Committee note the report on status of compliance with the Procurement Policy and the action items to improve compliance.

CARRIED 5 : 0

Marlo Emmitt left the meeting at 10.36am.
Marlo Emmitt returned to the meeting at 10.39am.
Ben McLaughlin left the meeting at 10.48am.



Item: 7.9

Fraud & Corruption Prevention Systems & Controls: Review reports on any instances of unethical behaviour, fraud and corruption and review actions taken to report any such incidents

OFFICER	Nick Howard
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	1. Fraud Audit Program - 01 Aug 2020 - 31 Oct 2020 [7.9.1 - 2 pages]
PURPOSE	To monitor our internal controls and processes in order to assist in the detection and prevention of fraud.

RESOLUTION

MOVED Cr Graham Costin, SECONDED Brian Keane

That the Audit and Risk Committee receive the Fraud Control Program Report for the period 1 August 2020 to 31 October 2020.

CARRIED 5 : 0



Item: 7.10

Internal Audit: Review Status and Delivery of Internal Audit Plan and Review Scopes of Proposed Internal Audit Reviews

GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	<ol style="list-style-type: none">1. Internal Audit Progress Report as at 13 January 2021 [7.10.1 - 1 page]2. Internal Audit - Child Safe Standards MAP (Draft)_v 2.2 [7.10.2 - 6 pages]
PURPOSE	To Review and Approve Internal Audit Scopes and Progress

RESOLUTION

MOVED Cr Stephen Hart, SECONDED Richard Trigg

That the Audit and Risk Committee:

- 1. note the Internal Audit Progress Report as at 13 January 2021; and*
- 2. approves the Memorandum of Audit Plan for the internal audit of the Child Safety Standards to be conducted during April to June 2021.*

CARRIED 5 : 0



Item: 7.11

Internal Audit - Review reports on Internal Audit reviews

GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	1. Internal Audit Report - Road Management Plan - 2020 (Final-Issue) [7.11.1 - 34 pages]
PURPOSE	To present the Road Management Plan internal audit report to the Audit and Risk Committee

RESOLUTION

MOVED Cr Graham Costin, SECONDED Brian Keane

That the Audit and Risk Committee receives the Internal Audit Report on the Road Management Plan audit noting management comments.

CARRIED 5 : 0

Paul Austin left the meeting at 11.05am.



Item: 7.12

External Audit: Review external audit, scope and approach

OFFICER	Nick Howard
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	1. 2020 - 2021 Audit Strategy - Draft [7.12.1 - 22 pages]
PURPOSE	To present the draft external audit strategy to the Audit and Risk Committee

RESOLUTION

MOVED Cr Stephen Hart, SECONDED Richard Trigg

That the Audit and Risk Committee note the draft external audit strategy for the financial year ending 30 June 2021.

CARRIED 5 : 0



Item: 7.13

External Audit: Ensure that management responses to any audit findings are appropriate and timely

OFFICER	Nick Howard
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	1. 2019 - 2020 Management Letter [7.13.1 - 13 pages]
PURPOSE	To review recommendations from previous external audit reports

RESOLUTION

MOVED Cr Graham Costin, SECONDED Brian Keane

That Audit and Risk Committee receives the update on recommendation from External Audit reports as at 31 December 2020.

CARRIED 5 : 0



Item: 7.14

Compliance: Review Gifts, Benefits and Hospitality Policy

OFFICER	Lyndal McLean
CHIEF EXECUTIVE	Peter Brown
DIVISION	Executive
ATTACHMENTS	<ol style="list-style-type: none">1. Gifts Benefits and Hospitality Policy - Draft V 2 - January 2021 [7.14.1 - 8 pages]2. Gifts Benefits and Hospitality Operational Procedure - Draft V 2 - January 2021 [7.14.2 - 4 pages]3. Current Policy 18.9 - Gifts, Benefits and Hospitality [7.14.3 - 9 pages]
PURPOSE	To review the Gifts, Benefits and Hospitality Policy and for Councillors to advise what position they wish the reviewed policy to take.

RESOLUTION

MOVED Cr Stephen Hart, SECONDED Richard Trigg

That the Audit and Risk Committee note the draft updated Gifts, Benefits and Hospitality Policy and the draft Gifts, Benefits and Hospitality Procedure.

CARRIED 5 : 0



Item: 7.15

Other: Services & Operations Safety Improvement Plan Update

OFFICER	Daniel Roberts
GENERAL MANAGER	Tony McGann
DIVISION	Environment and Infrastructure
ATTACHMENTS	<ol style="list-style-type: none">1. Completed Action - Safety Improvement Plan - 2021 [7.15.1 - 11 pages]2. Safety Improvement Plan - Unco_ Actions - Audit February 2021 [7.15.2 - 2 pages]
PURPOSE	To provide an update to the Audit and Risk Committee on the progress of actions in the Safety Improvement Plan.

RECOMMENDATION

That the Audit and Risk Committee note the Services and Operations Safety Improvement Plan report.

ALTERNATIVE MOTION

MOVED Cr Graham Costin, SECONDED Brian Keane

That the Audit and Risk Committee:

- 1. note the Services and Operations Safety Improvement Plan report; and*
- 2. request that a report on outstanding items be presented to the 11 August 2021 Audit and Risk Committee.*

CARRIED 5 : 0

Daniel Roberts left the meeting at 11.16am.
Cameron Duthie left the meeting at 11.16am.



Item: 7.16

Other: Local Government Act 2020 - Compliance Register

OFFICER	Lyndal McLean
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	1. Local Government Act 2020 - Compliance Register - printed 20 January 2021 [7.16.1 - 6 pages]
PURPOSE	To provide an update to the Audit and Risk Committee on the <i>Local Government Act 2020</i> Compliance Register.

RESOLUTION

MOVED Cr Stephen Hart, *SECONDED* Richard Trigg

That the Audit and Risk Committee note the updated Local Governance Act 2020 Compliance Register.

CARRIED 5 : 0



Item: 7.17

Meeting Schedule: Review Audit Committee plan

OFFICER	Lyndal McLean
CHIEF EXECUTIVE	Peter Brown
DIVISION	Executive
ATTACHMENTS	<ol style="list-style-type: none">1. Audit & Risk Committee Plan 2021 - printed 20 January 2021 [7.17.1 - 2 pages]2. Policy Review Plan - Audit & Risk Committee - printed 20 January 2020 [7.17.2 - 1 page]
PURPOSE	To review the Audit and Risk Committee Plan

RECOMMENDATION

That the Audit and Risk Committee note the updated 2021 Audit and Risk Committee Plan.

RESOLUTION

MOVED Brian Keane, SECONDED Richard Trigg

That the Audit and Risk Committee members resolve that items:

- 7.17 Meeting Schedule: Review Audit Committee Plan; and*
- 7.18 Meeting Schedule: Review of agenda items for 12 May 2021 Audit and Risk Committee Meeting be noted.*

CARRIED 5 : 0



Item: 7.18

**Meeting Schedule: Review of agenda items for 12 May 2021
Audit and Risk Committee Meeting**

OFFICER	Lyndal McLean
CHIEF EXECUTIVE	Peter Brown
DIVISION	Executive
ATTACHMENTS	1. Audit & Risk Committee Plan 2021 - items for 12 May 2021 meeting - printed 2 February 2021 [7.18.1 - 2 pages]
PURPOSE	To preview the agenda items for 12 May 2021 Audit and Risk Committee Meeting


RECOMMENDATION

That the Audit and Risk Committee note the items listed in the Audit and Risk Committee Plan for 12 May 2021.

This item was taken as read. Please refer to the resolution under Item 7.17 Meeting Schedule: Review Audit Committee plan .

The meeting was declared closed at 11.27am.

CONFIRMED AND SIGNED at the meeting held on 12 May 2021.


.....CHAIR

Item: 10.11

Report of Informal Meetings of Councillors

OFFICER	Lyndal McLean
CHIEF EXECUTIVE	Peter Brown
DIVISION	Corporate Services
ATTACHMENTS	<ol style="list-style-type: none"> 1. Informal Meeting of Councillors Record - City Deals Executive Steering Committee - 20210413 [10.11.1 - 1 page] 2. Informal Meeting of Councillors - Councillor Briefing - 21 April 2021 CB 20210421 [10.11.2 - 3 pages] 3. Informal Meeting of Councillors - Lake Colac Advisory Committee - 26 April 2021 [10.11.3 - 1 page] 4. Informal Meeting of Councillors - Council Plan and MHWBP Session with Councillors - 28 April 2021 OC [10.11.4 - 2 pages] 5. Informal Meeting of Councillors - Council Preparation Meeting - 28 April 2021 OCM 20210428 [10.11.5 - 2 pages] 6. Informal Meeting of Councillors - Councillor Briefing - 5 May 2021 CB 20210505 [10.11.6 - 3 pages] 7. Informal Meeting of Councillors - Councillor Briefing - 12 May 2021 CB 20210512 [10.11.7 - 2 pages] 8. Informal Meeting of Councillors - Friends of the Botanic Gardens - 13 May 2021 [10.11.8 - 1 page]
PURPOSE	To report the Informal Meetings of Councillors.

1. EXECUTIVE SUMMARY

INFORMAL MEETINGS OF COUNCILLORS

The Colac Otway Shire Governance Rules require that records of Informal Meetings of Councillors which meet the following criteria:

If there is a meeting of Councillors that:

- *is scheduled or planned for the purpose of discussing the business of Council or briefing Councillors;*
- *is attended by at least one member of Council staff; and*
- *is not a Council meeting, Delegated Committee meeting or Community Asset Committee meeting*

be tabled at the next convenient meeting of Council and recorded in the minutes of that Council meeting.

All relevant meetings have been recorded and documented, as attached.

2. REPORTING

The Informal Meetings of Councillors are reported herewith:

- **City Deals Executive Steering Committee** **13 April 2021**
- **Councillor Briefing** **21 April 2021**
- **Lake Colac Advisory Committee Meeting** **26 April 2021**
- **Council Plan and MHWBP Session with Councillors** **28 April 2021**
- **Council Meeting Preparation** **28 April 2021**
- **Councillor Briefing** **5 May 2021**
- **Councillor Briefing** **12 May 2021**
- **Friends of the Botanic Gardens Committee** **13 May 2021**

3. KEY INFORMATION

The following Informal Meetings of Councillors have been held and are attached to this report:

- City Deals Executive Steering Committee 13 April 2021
- Councillor Briefing 21 April 2021
- Lake Colac Advisory Committee Meeting 26 April 2021
- Council Plan and MHWBP Session with Councillors 28 April 2021
- Council Meeting Preparation 28 April 2021
- Councillor Briefing 5 May 2021
- Councillor Briefing 12 May 2021
- Friends of the Botanic Gardens Committee 13 May 2021

4. OFFICER DIRECT OR INDIRECT INTEREST

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.



Informal Meeting of Councillors Record

This form must be completed by the attending Council Officer and the completed form must be provided to governance@colacotway.vic.gov.au for reporting at the next practicable Council Meeting.

Please refer to Chapter 5 (Disclosure of Conflict of Interest) and Chapter 6 (Informal Meetings of Councillors) of the Governance Rules and the guidelines over page.

Meeting Details

Meeting name: City Deal Projects COS Executive Steering Committee Meeting

Date: 13/04/2021 **Time:** 11:15 am

Meeting Location: Online – Microsoft Teams

(eg. COPACC; Colac Otway Shire Offices – 2-6 Rae Street, Colac; Shire Offices – Nelson Street, Apollo Bay)

Matter/s Discussed: Kennett River Tourism Infrastructure Improvements City Deal, Apollo Bay to Skenes Creek Coastal Trail City Deal, Redevelopment of Apollo Bay Harbour City Deal and Geelong City Deal

(eg. Discussions 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.)

In Attendance:

Councillors:
Cr Stephen Hart
Officers:
Peter Brown (COS CE), Errol Lawrence (COS GM Corporate Services), Tony McGann (COS GM Environment & Infrastructure), Ian Seuren (COS GM Development & Community), Marlo Emmit (Manager COS Governance), Frank Castles (City Deals - Project Director)

Conflict of Interest Disclosures for Councillors and Officers: (refer to over page for guidelines)

Name	Type of interest	Left meeting at	Returned to meeting at
Nil			

Completed by: Lisa Healey

Updated 24 October 2020



Informal Meeting of Councillors Record

Councillor Briefing

Date: 21 April 2021

Time: 11:00am

Meeting Location: Meeting Rooms 1 and 2, COPACC

Invitees:			
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Peter Brown, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt			
Attendees:			
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Peter Brown, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Tamzin McLennan, Peter Macdonald, Emma Ashton, James Myatt, Doug McNeill, Dora Novak, Madeleine Bisits			
External attendees:			
Barwon South West Homelessness Network Coordinator, Colac Connected Communities Chairman, Bendigo Bank and Colac Connected Communities board member representative, Colac Connected Communities member			
Apologies:			
Nil			
Absent:			
Nil			

Meeting Commenced at: 11:05am

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Ian Seuren	Council staff preparing reports for meetings	Item 1.5 - Colac Connected Communities	Board member of Colac Connected Communities. The Committee presented to a Councillor Briefing.



Councillor Briefing 21 April 2021 (continued)		
Time	Item	Attendees
11:05am - 11:56pm	Introduction to Council Plan and MHWBP Community Vision / Panel Planning	Tamzin McLennan Marlo Emmitt Peter Macdonald Emma Ashton
11:56am – 12:45pm	Review of Governance Rules and Public Transparency Policy Cr McCracken attended the meeting at 12:00pm.	Marlo Emmitt
12:45pm - 12:51pm	Break	
12:51pm - 1:28pm	Barwon South West Homelessness Network	Barwon South West Homelessness Network Coordinator Tamzin McLennan
1:28pm – 1:33pm	Break	
1:33pm – 1:55pm	Colac Connected Communities	Colac Connected Communities Chairman Bendigo Bank and Colac Connected Communities board member representative Colac Connected Communities member Ian Seuren
1:55pm – 2:02pm	Break	
2:02pm – 2:05pm	General Business	
2:05pm - 2:38pm	Australia Day Options Discussion	James Myatt



Councillor Briefing 21 April 2021 (continued)		
Time	Item	Attendees
2:38pm – 2:40pm	General Business	
2:40pm – 3:08pm	Draft Social Housing Strategy Cr Hanson left the meeting at 3:08pm and did not return. Cr Bell left the meeting at 3:08pm and did not return. Cr McCracken left the meeting at 3:08pm and did not return.	Doug McNeill
3:08pm – 3:30pm	Action for Apollo Bay & Coast Improvement Advisory Committee	Ian Seuren
3:30pm – 3:40pm	Council Policy Review - 20.1 Environmental Sustainability Policy	Dora Novak
3:40pm – 3:44pm	Break	
3:44pm – 3:58pm	Entry Signs Update	Madeleine Bisits
3:58pm – 4:10pm	General Business <ul style="list-style-type: none"> • Personal information - 24 March 2021 Council Meeting • CEO Employment Matter Committee • August Council Meeting potential date change • Libraries update • G21 Meeting update • Waste seminar 	
4:10pm	Meeting closed	



Informal Meeting of Councillors Record

This form must be completed by the attending Council Officer and the completed form must be provided to governance@colacotway.vic.gov.au for reporting at the next practicable Council Meeting.

Please refer to Chapter 5 (Disclosure of Conflict of Interest) and Chapter 6 (Informal Meetings of Councillors) of the Governance Rules and the guidelines over page.

Meeting Details

Meeting name: Lake Colac Advisory Committee.

Date: 26/04/2021

Time: 1:00pm

Meeting Location: COPACC meeting room 1 &2

Matter/s Discussed: Options regarding future use of Meredith Park - option paper presented.

(eg. Discussions 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.)

In Attendance:

Councillors:
Cr Jamie Bell
Officers:
Tony McGann, General Manager, Environment & Infrastructure Tony Gullone, Acting Manager, Environment & Community Safety Jasmina Neill, Acting Administrator Environment & Community Safety

Conflict of Interest Disclosures for Councillors and Officers:

Name	Type of interest	Left meeting at	Returned to meeting at
Nil			

Completed by: Tony Gullone



Informal Meeting of Councillors Record

Council Plan and MHWBP Session with Councillors

Date: 28 April 2021

Time: 11:30am

Meeting Location: Civic Hall, COPACC

Invitees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Peter Brown, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt
Attendees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Peter Brown, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Tamzin McLennan, Peter Macdonald, Emma Ashton, Sarah Osborne
External attendees:
Principal - Mendleson Engagement and Communication
Apologies:
Nil
Absent:
Nil

Meeting Commenced at: 11:30am

Declarations of Interest:

Name	Item	Reason
Nil		



Council Plan and MHWBP Session with Councillors– 28 April 2021		
Time	Item	Attendees
11:30am – 1:28pm	Council Plan and MHWBP Session with Councillors Cr Costin attended the meeting at 11:45am.	Principal - Mendleson Engagement and Communication Tamzin McLennan Peter Macdonald Emma Ashton Sarah Osborne
1:28pm	Meeting closed.	



Informal Meeting of Councillors Record

Council Meeting Preparation

Date: 28 April 2021

Time: 2:00pm

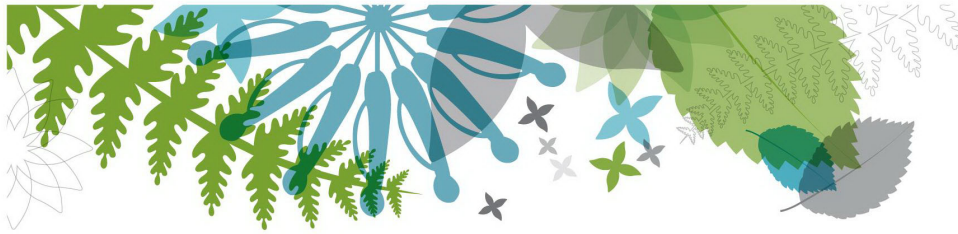
Meeting Location: Meeting Room 1 and 2, COPACC

Invitees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Peter Brown, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Lyndal McLean
Attendees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Peter Brown, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Lyndal McLean, Tamzin McLennan, Jason Clissold, Cameron Duthie, Madeleine Bisits, Doug McNeill, Simon Clarke, Tony Uphill, Nicholas Walsh, Paul Carmichael, Dora Novak (by videoconference), Steven Crawford, Peter Macdonald, Tony Gullone, James Myatt, Steven Crawford, Lucy Moloney, Tim Brain (by videoconference), Amila Wijekoon
External attendees:
Nil
Apologies:
Nil
Absent:
Nil

Meeting Commenced at: 2:03pm

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Cr Graham Costin	Material conflict of interest	10.3 Preparation of 2021/22 Draft Budget – Endorse for Exhibition. Cr Costin declared a Conflict of Interest, however, was not required to leave the room as matter not specifically discussed.	Material conflict of interest as I received an election campaign donation from the Apollo Bay Chamber of Commerce.



Council Meeting Preparation 28 April 2021		
Time	Item	Attendees
2:03pm – 3:20pm	<p>Council Meeting preparation</p> <p>Cr McCracken left the meeting at 2:45pm; returned at 2:50pm. Cr Bell left the meeting at 2:49pm; returned at 2:53pm. Cr Hart left the meeting at 3:03pm; returned at 3:06pm.</p>	<p>Tamzin McLennan Jason Clissold Cameron Duthie Madeleine Bisits Doug McNeill Simon Clarke Tony Uphill Nicholas Walsh Paul Carmichael Dora Novak (by videoconference) Steven Crawford Peter Macdonald Tony Gullone James Myatt Steven Crawford Lucy Moloney Tim Brain (by videoconference) Amila Wijekoon</p>
3:20pm	Meeting closed	



Informal Meeting of Councillors Record

Councillor Briefing

Date: 5 May 2021

Time: 11:00am

Meeting Location: Meeting Rooms 1 and 2, COPACC

Invitees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Peter Brown, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt
Attendees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Chris Potter, Cr Margaret White, Peter Brown, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Louise Harvey, Belinda Rocka, Lucy Moloney, James Myatt, Frank Castles, Gary Van Driel, Nicole Frampton, Madeleine Bisits, Cameron Duthie, Simone Robertson, Tony Gullone, Emma Ashton
External attendees:
Principal – Lavers Hill K-12 College, Chair - Audit and Risk Committee
Apologies:
Cr Joe McCracken
Absent:
Nil

Meeting Commenced at: 11:00am

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Nil			



Councillor Briefing 5 May 2021 (continued)		
Time	Item	Attendees
11:00am – 11:16am	Councillor and EA to CEO, Mayor and Councillors catch up	Louise Harvey Belinda Rocka
11:16am – 11:42am	Lavers Hill Pool	Principal - Lavers Hill K-12 College Lucy Moloney James Myatt
11:42am – 12:30pm	Forrest Caravan Park EOI	James Myatt
12:30pm – 12:35pm	Break	
12:35pm – 12:45pm	City Deal Kennett River Tourism Infrastructure Improvements - Community Consultation Update	Frank Castles Emma Ashton
12:45pm – 12:48pm	Break	
12:48pm – 1:20pm	Audit and Risk Committee - Biannual Audit and Risk Report	Chair - Audit and Risk Committee
1:20pm – 1:25pm	Break	
1:25pm – 1:30pm	Road Management Plan Review	Gary Van Driel
1:30pm – 1:40pm	Community Vision Panel	Ian Seuren
1:40pm – 2:13pm	Memorial Square and Hesse Street Toilet Facility Design Update	Nicole Frampton James Myatt Madeleine Bisits
2:13pm – 2:28pm	Break	
2:28pm – 3:06pm	Colac Otway Shire Resource Recovery and Waste Management Strategy Cr Bell left the meeting at 3:00pm and did not return.	Cameron Duthie Simone Robertson



Councillor Briefing 5 May 2021 (continued)		
Time	Item	Attendees
3:06pm – 3:35pm	Meredith Park Management Arrangements - Options Investigation Report	Tony Gullone
3:35pm – 4:04pm	General Business <ul style="list-style-type: none"> • Central Reserve Advisory Committee • Friends of the Botanic Gardens • Staff movement • Community Vision 	Ian Seuren Tamzin McLennan Peter McDonald Emma Ashton
4:04pm	Meeting closed	



Informal Meeting of Councillors Record

Councillor Briefing

Date: 12 May 2021

Time: 12:00pm

Meeting Location: Meeting Rooms 1 and 2, COPACC

Invitees:			
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Peter Brown, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt			
Attendees:			
Cr Graham Costin (videoconference), Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Peter Brown, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Melanie Duvé, Nicole Frampton, Doug McNeill, Andrew Britton (by videoconference), Peter Macdonald, Emma Ashton, Simon Clarke, Tim Brain (by videoconference), Tamzin McLennan, Ben McLaughlin, Jo Grainger			
External attendees:			
Director, Urbanxchange			
Apologies:			
Cr Jamie Bell			
Absent:			
Nil			

Meeting Commenced at: 12:20pm

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Nil			



Councillor Briefing 12 May 2021 (continued)		
Time	Item	Attendees
12:20pm – 1:01pm	Councillor only time	Jo Grainger (for part)
1:01pm – 1:09pm	Petition - Speed of Traffic in Main Street Beeac	Tim Brain
1:09pm – 1:10pm	Contract 2123 Truck and Trailer (Combination) procurement	Tony McGann
1:10pm – 1:29pm	Quarterly Performance Report - January to March 2021	Melanie Duvé Marlo Emmitt
1:29pm – 1:39pm	G21 and AFL Barwon Regional Strategy - Towards 2030 Draft Strategy	Nicole Frampton
1:39pm – 1:47pm	Break	
1:47pm – 2:06pm	Apollo Bay Fire Update and related matters	Doug McNeill Andrew Britton
2:06pm – 2:14pm	Break	
2:14pm – 3:13pm	Clarify key themes emerging from Council workshop for Council Plan and MHWBP & presentation of draft front section	Tamzin McLennan Marlo Emmitt Peter Macdonald Emma Ashton
3:13pm – 3:15pm	Break	
3:15pm – 4:02pm	36-52 Bruce Street Colac - Land Sale Options	Director, Urbanxchange Simon Clarke Doug McNeill
	General Business – Nil to report	
4:02pm	Meeting closed	

Informal Meeting of Councillors Record

This form must be completed by the attending Council Officer and the completed form must be provided to governance@colacotway.vic.gov.au for reporting at the next practicable Council Meeting.

Please refer to Chapter 5 (Disclosure of Conflict of Interest) and Chapter 6 (Informal Meetings of Councillors) of the Governance Rules and the guidelines over page.

Meeting Details

Meeting name: May General Meeting - Friends of Colac Botanic Gardens

Date: Click or tap to enter a date. 13.5.2021 Time: 6:00 am / pm

Meeting Location: Lakeview Tearooms - Fjans St Colac

(eg. COPACC; Colac Otway Shire Offices – 2-6 Rae Street, Colac; Shire Offices – Nelson Street, Apollo Bay)

Matter/s Discussed: May Meeting of Friends of Colac Botanic Gardens Advisory Committee.

(eg. Discussions 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.)

In Attendance:

Councillors: <u>Marg White</u>
Officers: <u>LAURENCE TOWERS</u>
<u>Apology - MARK ROBINSON</u>

Conflict of Interest Disclosures for Councillors and Officers: (refer to over page for guidelines)

Name	Type of interest	Left meeting at	Returned to meeting at
<u>—</u>	Choose an item.	<u>—</u> am / pm	am / pm
<u>—</u>	Choose an item.	<u>—</u> am / pm	am / pm
<u>—</u>	Choose an item.	<u>—</u> am / pm	am / pm

Completed by: Laurence Towers

