



COUNCIL MEETING

AGENDA

Wednesday 25 May 2022

at 4:00 PM

COPACC

95 - 97 Gellibrand Street, Colac

Next Council Meeting: 29 June 2022



COLAC OTWAY SHIRE COUNCIL MEETING

Wednesday 25 May 2022

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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 COPACC on Wednesday 25 May 2022 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: All Council and Committee meetings will be live streamed and recorded when the meeting is held either at COPACC or online. This includes the public participation sections of the meetings. When meetings are held in other locations, Council will endeavour to make an audio recording of the meeting for community access. Matters identified as confidential items in the Agenda will not be live streamed or recorded regardless of venue of mode.

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 each open Council meeting, the live stream recording will be accessible on Council's website. Recordings are also taken to facilitate the preparation of the minutes of open Council and Committee meetings and to ensure their accuracy. Live stream and 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.

This meeting will be livestreamed to the public via Council's YouTube channel (search Colac Otway Shire Council at www.youtube.com).

5 QUESTION TIME

A maximum of 30 minutes is allowed for question time. Any person wishing to participate in public question time by videoconference will need to register their intention to do so by contacting the shire prior to 5pm on Monday 23 May 2022. 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. 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). Written questions must be received by 5pm on Monday 23 May 2022.
2. Questions via videoconference by prior arrangement.
3. 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

A co-signed letter regarding the funding agreement for the Lavers Hill Pool was received from the community on 18 May 2022. Forty-three community members have put their name to the co-signed letter.

The Lavers Hill Pool funding agreement is listed for consideration at 25 May 2022 Council meeting. The Chair may decide that the co-signed letter will be dealt with in conjunction with that agenda item.

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

- Council Meeting held on 27 April 2022
- Unscheduled Council Meeting held on 4 May 2022

RECOMMENDATION

That Council confirm the minutes of the:

- 1. Council Meeting held on Council Meeting 27 April 2022.***
- 2. Unscheduled Council Meeting held on 4 May 2022.***

Item: 10.1

Hillview Planning Scheme Amendment Request

OFFICER	Erin Sonogo
GENERAL MANAGER	Ian Seuren
DIVISION	Development and Community Services
ATTACHMENTS	<ol style="list-style-type: none">1. Draft Concept Development Plan [10.1.1 - 1 page]2. Proposed Draft Development Plan Overlay - Schedule 9 [10.1.2 - 4 pages]

1. PURPOSE

The purpose of this report is to consider proposed planning scheme amendment C122cola for the rezoning of land from Farming Zone to General Residential in Elliminyt, and to seek Ministerial authorisation to prepare and exhibit the amendment.

2. EXECUTIVE SUMMARY

Council has received a private planning scheme amendment request to rezone land at Elliminyt from Farming Zone to the General Residential Zone and apply a Development Plan Overlay. The land is to the west of the existing 'Wyuna Estate'. The land is currently zoned Farming and has a total area of approximately 34.85 hectares. The land comprises 13 separate titles across nine landholdings. The proponent is a landowner consortium represented by each of the nine owners.

Rezoning of the land is consistent with the Colac 2050 Growth Plan which identifies the land for rezoning to residential in the short term. This amendment will be a critical step towards progressing the availability of additional residential land in Colac to meet the current demand.

Council officers will continue to seek to progress the preparation of a Shared Infrastructure Funding Plan (SIFP) in consultation with the landowners, with the intent that the agreement will be finalised prior to approval of the amendment.

3. RECOMMENDATION

That Council:

- 1. Resolves to seek Ministerial authorisation to prepare and exhibit Planning Scheme Amendment C122cola for the rezoning of land from Farming Zone to General Residential, application of the Development Plan Overlay, and inclusion of Development Plan Overlay Schedule 9 within the Colac Otway Planning Scheme.**
- 2. Authorises officers to make any necessary minor formatting and administrative corrections to Amendment C122cola documentation prior to lodgement with the Minister for Planning for authorisation.**
- 3. Considers verbal presentations from any submissions received following public exhibition of the amendment at a Planning Committee meeting prior to formal consideration of the submissions under the Planning and Environment Act 1987 at a future Council meeting.**
- 4. Notes that officers will continue to work with the proponent of the amendment to develop a Shared Infrastructure Funding Plan that relates to funding of future infrastructure needs arising from the rezoning, and that this agreement will be finalised before Council considers adoption of the amendment.**
- 5. Notes that officers will continue to progress negotiations with the proponent concerning the provision of social housing within the area to be rezoned, with the objective of reaching agreement on this issue before Council considers adoption of the amendment.**

4. KEY INFORMATION

Detail of the Amendment

A planning scheme amendment is required to rezone the land from Farming Zone to General Residential. The amendment would comprise the following:

- Amended mapping, changing the zoning of the land from Farming Zone to General Residential Zone and applying the Development Plan Overlay.
- Amended ordinance, comprising a Development Plan Overlay (DPO) schedule. The DPO schedule will set out specific requirements for future development and require that a development plan responding to those requirements is prepared and approved prior to subdivision approval.
- While not formally part of the amendment, officers will be negotiating with the landowners to implement an agreement regarding payment of development contributions. Ideally this agreement would be resolved prior to the amendment being lodged for authorisation. However, it is possible to finalise this in parallel with the formal amendment process, with a view to finalising this work prior to adoption of the amendment.

Development Plan Overlay

The Development Plan Overlay (DPO) is being applied to the land at the time of the rezoning, consistent with the relevant Planning Practice Note – *Applying the Incorporated Plan and Development Plan Overlays* – November 2018. The practice note sets out the purpose of the Development Plan Overlay:

- Require a plan to be granted to coordinate development, before a permit under the zone can be granted.
- Provide certainty about the nature of the proposed development.

- Remove notice requirements and third-party review rights from planning permit applications for proposals that conform to plan requirements.
- Ensure that permits granted are in general conformity with the plan.
- Apply permit conditions that help implement the plans.

Notably the practice note recommends that the application of the Development Plan Overlay be underpinned by a **strategic framework** that sets out the desired development outcomes and the overall layout of the land including, if relevant, the design principles for the development, major land uses, transport and open space networks. The concept development plan and accompanying technical assessments form the strategic framework in this case.

Planning Policy

In terms of planning policy, the rezoning is consistent with the Colac 2050 Growth Plan which identifies the land for rezoning to residential in the short term. The Colac 2050 Growth Plan is incorporated into the Colac Otway Planning scheme in the form of the Colac Framework Plan at Clause 02.04.

Development Concept Plan

The concept development plan has been refined over time and is generally acceptable for the purposes of progressing the rezoning. Although further changes will be required prior to approval of the plan, the key features are unlikely to change substantially. The approval of the plan as the formal Development Plan applying to the land can occur once the land is rezoned. However, the preparation of a concept development plan is necessary at this stage for the following reasons:

- Identification of the opportunities and constraints of the land.
- Inform the future development plan requirements, which will be articulated through the Development Plan Overlay Schedule.
- Establishing high-level specification for key infrastructure, allowing for a shared funding mechanism to be prepared and applied prior to rezoning.

Key features of the eventual development based on the submitted concept development plan (attached) include:

- Potential lot yield of approximately 400 residential lots, achieved through a mix of conventional and medium density.
- Utilisation of the Harris Road drainage reserve for partial stormwater retention, in addition to on site basins. A new neighbourhood park is proposed to be co-located with one of the basins.
- New connector road through the development, connecting Boronia Way and Colac-Lavers Hill Road.
- Creation of a linear park/drainage reserve, which would be a focal point for the development as an integrated stormwater, biodiversity and recreation asset, and with the appropriate landscaping and shared paths, an extension of the “Botanic Link” proposed under the Colac 2050 Growth Plan.

The proposed Development Plan Overlay Schedule sets out in detail the requirements for the future development of the land. It includes requirements for urban design, road network design, traffic management, integrated water management, open space and landscape planning, and a staging and infrastructure delivery plan. Design requirements set out in the proposed DPO schedule reflect the structure as set out in the concept development plan (refer attached draft DPO schedule).

Development Contributions

Officers have engaged Mesh Consulting to act on Council's behalf in advising on and assisting to prepare the Shared Infrastructure Funding Plan (SIFP). This is the mechanism by which development contributions will be levied and ensures that the developers contribute equitably to infrastructure beyond the boundaries of the site, and in some cases, where there are multiple developers, costs apportionment for infrastructure works within the land. The SIFP will be implemented via an agreement under Section 173 of the *Planning and Environment Act 1987*.

Officers are currently working with Mesh and the landowners to prepare the agreement. The following items are likely to form the infrastructure requirements for which funding will be addressed through the shared infrastructure strategy:

Intersections to Colac Lavers Hill Road (x2)

The intersections with Colac Lavers Hill Road, being a declared arterial, are likely to require significant investment to meet the standards of Regional Roads Victoria (RRV). Previous discussions with RRV suggest that they are unlikely to contribute towards the cost of the works. Therefore, the agreement will proceed on the assumption that the developer/s will need to wholly fund these works. Detailed costings of the intersections are yet to be received, however a design approach has been agreed to with RRV in principle and that allows the designs and costings to be prepared.

Drainage

The Stormwater Management Plan submitted by the landowners recommends a mix of on and off-site detention and treatment in the form of basins. The location of the off-site basin is within Harris Road Reserve. There is an opportunity for the basin to be designed with additional capacity to address an existing drainage issue from Wyuna Estate. This creates some complexities as far as apportioning costs and could require Council to contribute funds to the project. This will be addressed through the SIFP negotiations.

Open space

Using the concept Development Plan as the probable development scenario, there are several landowners who would be disproportionately affected by the location of open space reserves. Unless the land is controlled by a single developer, it will be necessary to include open space within the SIFP to ensure that the costs of providing the open space to serve the development is equitably distributed between landowners.

It is also noted that the current land budget shows that 12% of the land is provided as unencumbered open space, in excess of the 10% contribution set out in the planning scheme (Clause 53.01). Therefore, as the entire open space liability is provided as land, Council will not likely be in a position to require a cash payment for open space. There is little opportunity to reduce the amount of open space provided on the site, given the desirability of maintaining the linear park as a waterway buffer and drainage reserve.

Connector Road (internal)

Although this standard of road is not normally funded under a formal infrastructure funding mechanism, there may be an argument to include the road in the SIFP given that a number of landowners are disproportionately affected.

Community Infrastructure (external)

There is potential to seek a contribution from the developers toward external community infrastructure. Mesh recommend that Council select an item of infrastructure that has a clear

connection to the land, such as work set out in the Elliminyt Recreation Reserve Master Plan. This would provide developers with certainty that their contributions are being used to service their future community. In arriving at an appropriate contribution amount, this will need to be considered holistically in the context of the total development liability. This is to ensure that the contribution is affordable and does not impact the viability of the development.

Social Housing

Council's adopted Social Housing Plan requires that officers negotiate with developers rezoning land to achieve the provision of social housing within new development. Officers are in the process of such negotiations and will be seeking agreement from the relevant land owners prior to the finalisation of the amendment as to what extent social housing will be provided. It will be necessary to have regard to the overall development costs to ensure that the viability of the development is not compromised. Preliminary discussions with Homes Victoria indicate that the likely timing of the rezoning and development would preclude investment under the Big Housing Build. Therefore, other options will be explored such as partnerships with Community Housing Associations (CHAs). Any agreement would need to be structured to allow flexibility in the event that at the time of the lots being available for purchase, there is no interest from Homes Victoria or a CHA.

Supporting Documentation

The following technical reports have been provided in support of the amendment to date:

Draft Cultural Heritage Due Diligence – Compass Heritage Services

The draft Due Diligence report concludes that a mandatory Cultural Heritage Management Plan is not required, and that the land is a low probability to contain Aboriginal cultural significance in the form of artefacts. The report sets out contingencies that the developer must follow, to protect and manage Aboriginal cultural heritage if artefacts are found during works.

Engineering Services Report – SITEC consulting engineers

The report investigates the feasibility of connecting the site to key services including stormwater, water, sewer, electricity, telecommunications and gas. It finds that there are no obstacles to the connection of the development to existing reticulated networks.

Stormwater Management Plan – SITEC consulting engineers

The report provides a preliminary stormwater strategy for the development including concept designs. The report proposes deferring the detailed design work – e.g. the exact sizing of the detention basin within the Harris Road Reserve, retention ponds for onsite storage, and vegetated swales. However, as drainage is a key item in the shared infrastructure strategy, detailed design will need to be undertaken prior to approval of the amendment.

Traffic Engineering Assessment – Traffix Group

The Assessment provides a high-level review of the development and impact on the traffic network. A key issue that has not been addressed is the design of the intersections to Colac Lavers Hill Road, including quantifying the amount of land required for widening of Colac Lavers Hill Road. This is a key input into the land budget and therefore, the shared infrastructure strategy. Further work will be required to be undertaken to finalise designs and costings, to allow the strategy to be completed prior to approval of the amendment. Details about internal roads can generally be deferred to either the development plan approval stage or planning permit application.

Concept Functional Layout Plan – SITEC consulting engineers

The plan provides detailed designs for internal roads. This level of detail is generally not a requirement at this stage. However, the design for the connector road will inform costings for the road, should it be determined that it is necessary for the connector road to be included as an item within the Shared Infrastructure Strategy.

Preliminary Site Investigation – SMEC consulting

The conclusions of the assessment find that there are a number of areas of potential contamination on the site. However, these are considered to be low-moderate risk. In order to satisfy audit requirements, the assessment recommends that a Preliminary Risk Screen Assessment (PRSA) be undertaken. Although the Preliminary Site Investigation (PSI) undertook some limited soil sampling, the PRSA would seek to understand the degree, and source of contamination and the need for risk management in the form of planning controls (e.g. such as whether application of the Environmental Audit Overlay is required).

Vegetation Assessment – Okologie Consulting

The assessment was undertaken to determine the extent of native vegetation and ascertain the presence of any threatened flora or fauna species within the development, and Harris Road Reserve. In relation to Harris Road Reserve, the assessment finds that the land is highly modified, and that the upgrade to the drainage reserve will not adversely impact native vegetation or any threatened species habitat. Within the Hillview land, two modified patches of Grassy Woodland were found (totalling 0.045 hectares). The removal of any native vegetation will require a permit under Clause 52.17 of the Colac Otway Planning Scheme. Due to the locations of the remnant patches, it would be difficult to integrate these within the design of the development. Therefore, there is an expectation that vegetation removal would form part of any future planning permit application.

Referral Agency Comment

External Agencies have been consulted at various stages of the process. An outline of the consultation and feedback, where it has implications for understanding of the issues, is provided below:

CFA

Council engaged with CFA soon after lodgement of the original documentation in 2021. Advice from CFA recommended that the proponent consider design measures within the development to address bushfire risk (e.g. perimeter roads to the edge of the development) consistent with the publication *Settlement Planning at the Bushfire Interface DELWP July 2020*.

Subsequent advice from the CFA in review of the concept development plan encourages further consideration be given to the management arrangements for open space within the development, where the open space directly abuts residential properties. Commentary was also provided in relation to the management of the strips of land proposed to the southern boundary of the land. It is likely that these strips of land will be required to be provided as sealed roads, or a combination of paths and managed grass. It is anticipated that these details may be refined at the development plan approval stage. However, the concept plan confirms that such an arrangement would not compromise the overall design.

Environment Protection Authority (EPA)

The EPA were consulted to seek advice about the approach for dealing with potentially contaminated land. They raised concerns about the approach of the proponent in seeking to apply an Environmental Audit Overlay (EAO), and deferring the preliminary risk screening assessment (PRSA) to after the rezoning. This reflected advice provided by DELWP, who indicated that the use of the EAO in this

instance, without completion of the audit system requirements, would be inappropriate and authorisation would likely be refused. Following the receipt of the advice, the landowners are agreeable to undertaking a PRSA, acknowledging that if the work is not completed prior to exhibition, that this may create an additional delay. Consequently, the request to apply an EAO will be removed from the amendment, and a statement included with the amendment request, requesting that authorisation be granted, conditional on the submission of the PRSA.

Department of Transport/Regional Roads Victoria (RRV)

The original documentation was referred to RRV, and concern was raised about the design relying on a single access point to Colac-Lavers Hill Road. Subsequent designs now include two access points to Colac-Lavers Hill Road, the locations of which are supported in principle by RRV, subject to further information in support of the development, including SIDRA analysis, evaluation of crash data, modification of the frontage roads, and detail about the works to Colac-Lavers Hill Road.

Since providing that advice, RRV have confirmed that rather than providing this detail prior to authorisation they are satisfied for the requirements to be included as requirements of the development plan, and for this to be set out in the DPO schedule.

Corangamite Catchment Management Authority

The CCMA accompanied Council officers on an initial site visit and confirmed the extent of the waterway to which buffers would apply. The CCMA are supportive of the rezoning subject to creation of a 30m buffer to either side of the waterway. They have provided support for the use of Harris Road Reserve for stormwater management.

Barwon Water

Officers met with Barwon Water who confirmed that there would be no barriers to servicing the land with water and sewer. It is noted that a sewer easement crosses the land which will need to be maintained when the land is developed.

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

The Planning Scheme Amendment accords with the relevant governance principles including:

- Council decisions are to be made and actions taken in accordance with the relevant law.
- The municipal community is engaged in strategic planning and strategic decision making.
- Regional, state and national plans and policies are to be taken into account in strategic planning and decision making.
- The transparency of Council decisions, actions and information is to be ensured.

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

The processing of the planning scheme amendment will be undertaken in accordance with the process set out in the *Planning and Environment Act 1987* and all relevant Ministerial Directions.

Colac 2050 contains significant commentary on the subject land, around its suitability for rezoning and potential opportunities (e.g. to improve on existing connectivity issues). Colac 2050 itself is consistent with all relevant state and regional plans and policies, including the G21 Regional Growth Plan, and settlement planning principles.

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)

The proponent, as part of preparing the amendment, was required to undertake due diligence in the form of studies and plans addressing native vegetation and fauna, potential soil contamination, and impact on urban stormwater. This work has been undertaken to a sufficient level to enable the amendment to progress. Where the work is able to be deferred, the amendment will ensure that mechanisms are in place to ensure that the work is carried out prior to the grant of any planning permits.

Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)

The proposed Planning Scheme Amendment is consistent with the Colac Framework Plan within the Colac 2050 Growth Plan. Colac 2050 is the product of an extensive community consultation and engagement process. The amendment, should authorisation be granted, will follow a six week public exhibition process. Any submitters will be given the opportunity to verbally present submissions to Council, and where possible, have their concerns resolved.

Public Transparency (s58 LGA 2020)

All requirements for public exhibition of the amendment and availability of amendment documents will be complied with.

Alignment to Plans and Strategies

Alignment to Council Plan 2021-2025:

Theme 1 - Strong and Resilient Community

Objective 1: Affordable and available housing will support our growing community and economy

Objective 5: Grow the Colac Otway Shire's permanent population by at least 1.5%

Theme 2 - Valuing the Natural and Built Environment

Objective 5: Provide and maintain an attractive and safe built environment

Financial Management (s101 Local Government Act 2020)

The amendment may have future financial implications in that it is a requirement that where Council collects contributions for infrastructure, that it maintains detailed records of any levies paid, as well as any land, works, services or facilities accepted under the agreement. As noted above, officers will ensure that a suitable shared infrastructure funding agreement will be developed for the subdivision prior to the amendment being finalised.

The processing of the amendment will be managed within the existing budget of the strategic planning unit. Any fees relating to Planning Panels will be covered by the proponent, this being a privately initiated amendment.

Service Performance (s106 Local Government Act 2020)

Not applicable.

Risk Assessment

The foreseeable risks to Council as a result of agreeing to prepare the amendment are minimal. There is a risk that should the negotiations around Infrastructure Contributions fail to progress in a timely manner, that the timeframes to progress the amendment as set out under Ministerial Direction 15 – *The Planning Scheme Amendment Process* – may be unable to be achieved. In that instance, should the Minister decline a request for an extension of time, the amendment may lapse.

Communication/Implementation

Officers will communicate at regular intervals with Councillors and the community regarding the progress of the amendment. Formal notice of the amendment will be given to all affected land owners and owners of adjoining land, in addition to notices in the Colac Herald, the website and social media. Any submitters to the amendment will have the opportunity to have their submissions heard verbally at a Planning Committee meeting and prior to that, at consultation sessions with Council officers.

Human Rights Charter

Not applicable

Officer General or Material Interest

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

Options

Option 1 – Resolve to seek Ministerial authorisation to prepare and exhibit the amendment.

This option is recommended by officers as progression of the proposed rezoning will enable development of the land for residential lots, of which there is a critical shortage in Colac.

Option 2 – Resolve not to proceed with the amendment

This option is not recommended by officers as it is considered that the proposed amendment has planning merit, and subject to resolution of a number of matters, is likely to succeed in obtaining Ministerial approval.

Option 3 – Resolve to seek Ministerial authorisation to prepare and exhibit the amendment with changes.

This option is not recommended by officers as a significant amount of work has been undertaken by the proponent to date, and that should any additional issues arise, that these could be addressed through the amendment process.

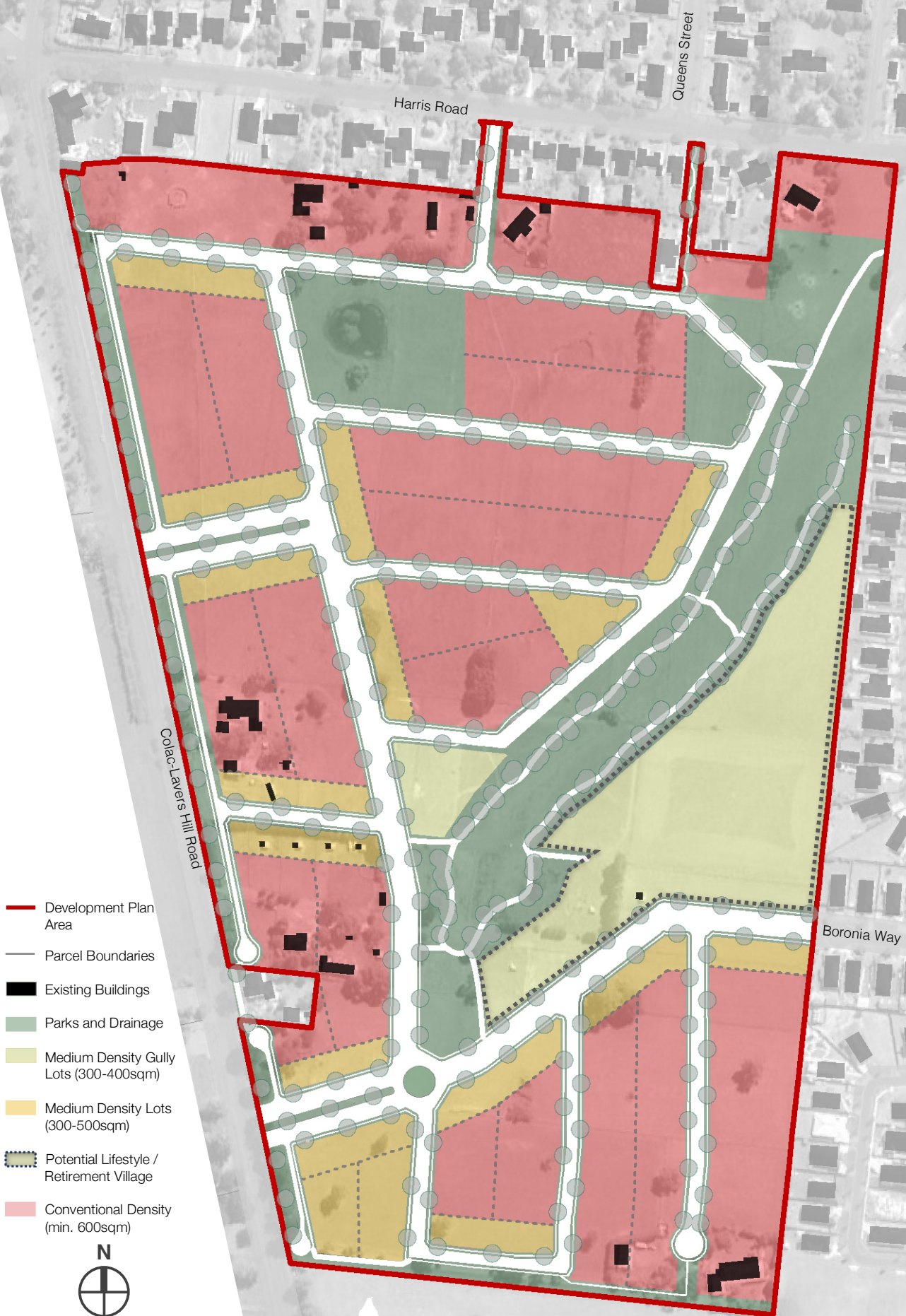


Figure 16: Overall Development Plan

COLAC OTWAY PLANNING SCHEME

30/07/2018

SCHEDULE 9 TO CLAUSE 43.04 DEVELOPMENT PLAN OVERLAY

Shown on the planning scheme map as **DPO9**.

‘HILLVIEW’ ELLIMINYT DEVELOPMENT PLAN**1.0 Objectives**

30/07/2018

To implement the objectives and strategies of the Colac 2050 Growth Plan where relevant to the land.

To ensure that development and provision of infrastructure occurs in a coordinated and equitable manner.

2.0 Requirement before a permit is granted

30/07/2018

A permit may be granted for the following before a development plan has been approved by the responsible authority:

- Construction of one dwelling on an existing lot, including outbuildings.
- An extension or alteration to an existing building.
- Subdivision to create a lot for an existing dwelling. The subdivision must be a two lot subdivision, or realignment of a boundary.
- Buildings and works associated with the use of the land for Agriculture.

Before granting a permit, the responsible authority must be satisfied that the permit will not prejudice the future use and development of the land from occurring in an integrated and orderly manner.

3.0 Conditions and requirements for permits

30/07/2018

Any application for subdivision or development before a development plan is approved must be accompanied by a report demonstrating that the proposal will not prejudice the development plan requirements specified in this schedule.

Any permit for subdivision, except for a permit granted under Clause 2.0, must include conditions addressing the following requirements:

- Where a lot is created that has a side or rear boundary adjoining public open space, a Section 173 Agreement must be entered into and applied to the respective lot, requiring that any fencing must have a minimum visual permeability of 50%.
- Conditions that give effect to the Shared Infrastructure Funding Plan (SIFP).
- Conditions that give effect to the Landscape Master Plan approved under this schedule.

4.0 Requirements for development plan

30/07/2018

The development plan must be prepared to the satisfaction of the Responsible Authority.

A development plan must be approved for the whole site, however the land may be developed in stages.

A development plan must include the following requirements:

COLAC OTWAY PLANNING SCHEME

An **Urban Design Masterplan** that includes:

- A general subdivision layout that includes a variety of lot sizes and their distribution. Lot sizes and layouts should be designed and located to encourage a variety of housing types, including provision of affordable housing.
- The location of all roads, paths, open spaces, drainage reserves and easements.
- A detail and levels survey that includes contours to 0.5m, and all retained buildings and vegetation.
- Subdivision design that avoids or minimises the creation of lots with rear or side boundaries adjoining public open spaces, reserves, easements and roads.
- Provision of an integrated approach to public open space and active transport modes.
- A detailed statement about how the specific elements of the Masterplan achieve the “Botanic Link” Vision, requiring demonstrable achievement of the vision.
- Protection of vistas to Lake Colac, as viewed from public areas including open spaces and streets.
- Design measures to mitigate bushfire risk, with reference to publication *Settlement Planning at the Bushfire Interface – DELWP - 2020*, or any updated version of the publication.

A **Road Network and Transport Management Plan** that includes:

- An internal road network with a high-level of legibility and permeability for all vehicular and non-vehicular traffic. The plan must include the following:
 - Cross-sections;
 - Footpaths and shared paths, both on-road and off-road;
 - Bus routes including stops and shelters - new intersections should be shown to be bus capable;
 - Bicycle and pedestrian network plan, including shared user path links to the Old Beechy Rail Trail.
 - SIDRA analysis of the intersections proposed connectors with Colac Lavers Hill Road and Harris Road/Colac Lavers Hill Road
 - An internal road layout that discourages the use of Harris Road and its intersection with Colac Lavers Hill Road
 - Arterial frontage service roads connecting to the internal road network and avoiding direct connections to the arterial and local connector roads.
- Transport connectivity (vehicular and non-vehicular) to adjoining land, including but not limited to:
 - Integration with the existing “Wyuna” estate
 - Provision for a future connection to the adjoining land to the south.
- Detail of the required upgrades to, or provision of infrastructure to the external road network, where required to service the land, including:
 - Intersection treatment to discourage left-turns into Harris Road;
 - Two (2) intersections with Colac-Lavers Hill Road, including widening of Colac Lavers Hill Road to accommodate left and right turn lanes of appropriate lengths.
 - Footpaths and crossings to Colac-Lavers Hill Road and Harris Road, including a shared path crossing on Harris Road.

COLAC OTWAY PLANNING SCHEME

An Integrated Water Management Plan that includes:

- Resolution of the size/location of basins, waterway treatments and associated infrastructure.
- Integration of drainage and stormwater management functions with streets, public open spaces and landscape design, utilising both on and off-site infrastructure including Harris Road Reserve.
- Demonstrated alignment with the following documents:
 - Colac Stormwater Development Strategy, March 2019, Colac Otway Shire & Engeny Water Management.
 - Colac Integrated Water Cycle Management Plan – Towards a “Botanic Colac”
 - Infrastructure Design Manual, Local Government Infrastructure Design Association.

An Open Space and Landscape Masterplan that includes:

- A local park with a minimum of 1 hectare, that is unencumbered and fronted on at least three sides by development frontages or roads.
- Containment of the existing waterway within a linear open space reserve, with a minimum buffer of 30m to either side of the centre line of the waterway. Design and landscaping of the linear reserve must demonstrate the following:
 - A high level of access permeability between the reserve and adjoining residential streets for pedestrians and cyclists, including maximising of passive surveillance along the full length of the reserve.
 - The reserve must be fronted by public roads, unless constraints exist that prevent a practical road design from being achieved.
 - Utilisation of vegetation to support the ecological function of the waterway.
 - Embellishments that are in accordance with the Standards for Open Space Development as outlined in the Colac Otway Shire Public Open Space Strategy that support a range of informal recreation functions, including shared paths, a mix of landscaped and open areas and seating.
- Details of landscaping treatments across all streets and open spaces within the development including:
 - Location and identification of trees to be removed and retained.
 - Proposed plantings, including species and quantities.
 - Street trees at a rate of one per lot.
 - Inclusion of amenity plantings within parks and drainage reserves that provide for shade and contribute to Colac’s landscape setting.
 - Street and public area lighting.

A Staging and Infrastructure Delivery Plan that includes:

- Indicative staging of the development.
- Location, timing and delivery of key infrastructure including drainage, utility services, open space, road construction and intersection treatments, including any temporary infrastructure that may be required to service the development.

COLAC OTWAY PLANNING SCHEME

A **Shared Infrastructure Funding Plan** that includes:

- Costs and apportionment of the Infrastructure items that are identified as shared infrastructure for the purposes of the SIFP.
- Implementation of the SIFP via a Section 173 Agreement.
- Exclusion of 75 Colac-Lavers Hill Road from the SIFP, along with any other single dwelling lots that, in the opinion of the Responsible Authority, are unlikely to be further subdivided.

A **Social Housing** Plan that includes:

- A plan that shows the distribution of social housing to be provided within the development in accordance with the Section 173 Agreement.

Item: 10.2

Draft Apollo Bay, Skenes Creek and Marengo Community Infrastructure Plan

OFFICER	Sally Conway
GENERAL MANAGER	Ian Seuren
DIVISION	Development and Community Services
ATTACHMENTS	1. Draft Apollo Bay Skenes Creek & Marengo Community Infrastructure Plan - For Public Exhibition [10.2.1 - 131 pages]

1. PURPOSE

To present the draft Apollo Bay, Skenes Creek and Marengo Community Infrastructure Plan to Council and to recommend that it be placed on public exhibition in accordance with Council's Community Engagement Policy.

2. EXECUTIVE SUMMARY

The draft Apollo Bay, Skenes Creek and Marengo Community Infrastructure Plan (draft CIP) presents a long-term vision, strategic principles and concept plans for key infrastructure within Apollo Bay, Skenes Creek and Marengo over the next 20-30 years. It was developed as a partnership project between Colac Otway Shire Council and the Great Ocean Road Coast and Parks Authority (the Authority). Key components of the draft CIP include:

- A District Plan – outlines primary linkages between town activity nodes and destinations (recreational trails, walking and cycling connections).
- Foreshore Masterplans – for Skenes Creek foreshore, the Apollo Bay central foreshore and Marengo foreshore.
- Streetscape Plans – two different options for the Great Ocean Road and Pascoe Street in the commercial heart of Apollo Bay.
- Design Guidelines – for the Apollo Bay Streetscape.
- Harbour Development Plan (this element was finalised and adopted by Council in December 2020).

The draft CIP has been informed by significant community and stakeholder suggestions and feedback, background technical studies including consideration of coastal process and hazards, a community

infrastructure audit and assessment and a civil infrastructure audit, and review of other relevant State and local legislation, strategies and policies which inform, govern or influence infrastructure provision.

The draft CIP is currently being put to both Council and the Authority with a recommendation to publicly exhibit the plan. The Authority will consider the draft CIP at its June 2022 meeting. Public exhibition would commence after such time as both agencies support this recommendation.

3. RECOMMENDATION

That Council:

- 1. Receives the draft Apollo Bay, Skenes Creek and Marengo Community Infrastructure Plan.***
- 2. Notes that the project has been undertaken in partnership with the Great Ocean Road Coast and Parks Authority.***
- 3. Publicly exhibits the draft Apollo Bay, Skenes Creek and Marengo Community Infrastructure Plan for a period of six weeks in accordance with its Community Engagement Policy, to commence after the Great Ocean Road Coast and Parks Authority Board has confirmed its endorsement for exhibition.***
- 4. Authorises the Chief Executive Officer to approve minor changes to the attached draft Apollo Bay, Skenes Creek and Marengo Community Infrastructure Plan if requested by the Great Ocean Road Coast and Parks Authority.***
- 5. Hears verbal presentations from submitters at a Submissions Committee meeting following completion of the public exhibition period, prior to consideration of adoption of the Apollo Bay, Skenes Creek and Marengo Community Infrastructure Plan at a future Council meeting.***
- 6. Notes that the date and location of a Submissions Committee meeting will be determined through agreement with the Great Ocean Road Coast and Parks Authority and endorsed by Council at a future meeting.***

4. KEY INFORMATION

Draft CIP Overview

The draft CIP is a broad plan, covering a large study area and applies to public land across various land management boundaries. It recognises the stress on existing infrastructure exacerbated by climate change, coastal erosion, population growth and tourism and visitation and aims to ensure that infrastructure is suitably planned to cater for future community and visitor needs.

The following key matters are the focus of the draft CIP:

- Facilitating active transport opportunities (i.e. well planned, inviting and safe pedestrian and cycle connections).
- Meeting visitor needs by providing a more strategic approach to the provision of infrastructure including bus parking, toilet provision, traffic flows, streetscape amenity and pedestrian access.
- Foreshore enhancements.
- Streetscape improvements in the Apollo Bay commercial area.

The draft CIP presents a range of concepts and proposals, and it is intended that discussions with the community and other stakeholders will gauge levels of support and priorities, so that future work can be undertaken to establish feasibility, staging and to explore funding opportunities. It is expected that a staging and implementation plan would be developed once options and priorities are determined.

It is intended to inform infrastructure planning relevant to each of the project partner's (i.e. Council and the Authority) respective management responsibilities. It will also serve as an advocacy piece providing a clear platform for agencies, both individually and in partnership, to seek funding opportunities to support implementation.

Each project partner is responsible for endorsing and delivering items within their responsibility, including seeking approval against statutory triggers and stakeholder permission where applicable.

The draft CIP is presented in three parts (separate reports) as outlined below. It is important to read the Project Overview in conjunction with the Part A and B reports in order to understand the purpose of the CIP, how it was developed, consultation that has already occurred and overarching principles for infrastructure provision into the future.

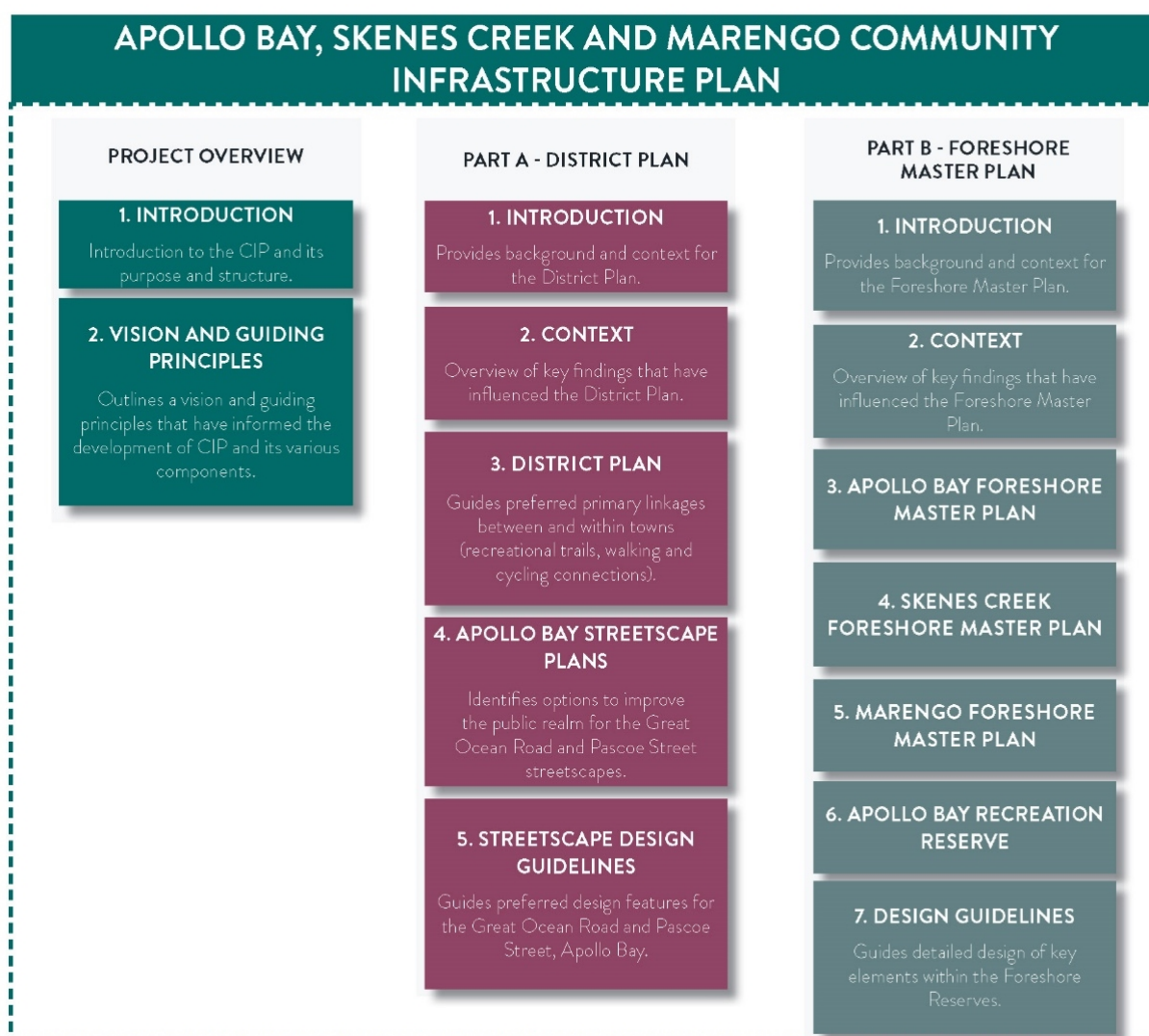


Figure 2. Report Structure

Key Highlights

Reference is made to a number of proposals within the CIP which have previously attracted much interest from the community.

Part A – District Plan (refer to Part A report for more detail)

- Plans for recreational trails, local pathway improvements and cycling infrastructure, including a shared use promenade within the Apollo Bay foreshore reserve and a separate foreshore trail to the Harbour.
- A designated tourist drop-off point for coaches on the Great Ocean Road near the Visitor Information Centre, supported by a coach loop (along Hardy Street, north into Pascoe Street, east along Thomson Street and back onto the Great Ocean Road) with coach parking for empty vehicles provided in Pascoe Street and Thomson Street. It is anticipated that coaches would park here until such time that visitors are ready to be picked up. It is less than 400 metres from the coach parking back to the Visitor Information Centre which is considered a reasonable distance if drivers need to park and walk back to meet with passengers while they are in Apollo Bay or to use the public facilities.
- Additional pedestrian crossings across the Great Ocean Road in Skenes Creek and Apollo Bay.
- Two streetscape options for the Apollo Bay commercial centre; a one-way option for vehicles along the Great Ocean Road (north to south) between Hardy Street and Nelson Street and a two-way option for vehicles along the Great Ocean Road with reduced carriageway widths to improve pedestrian amenity and safety. Both options are intended to facilitate:
 - Improving space for pedestrian use and outdoor dining along shopfronts.
 - Improving pedestrian connections between the shops and the foreshore.
 - Improving the amenity and presentation of the town centre and ensuring a consistent design and branding approach.
 - Improving wayfinding and legibility throughout the town centre.
 - Improving the safety of all users.

It is important to note that both options are expected to have the same impact on car parking across the centre. The goal is to redirect cars to underutilised parking (including off-street public parking) in Pascoe Street. There would be a loss of parking across the centre (approximately 50 spaces). This is estimated to be less than the estimated supply of underutilised parking during peak periods in Pascoe Street (based on pre-COVID parking counts – 50% spare capacity in off street Pascoe Street car parks + 25% spare capacity in on street Pascoe Street parking > 80 spaces).

- Redesigned Nelson Street-Great Ocean Road intersection with the ANZAC monument slightly relocated along the Great Ocean Road alignment (for improved visual presence along the Great Ocean Road) with an expanded and enhanced landscape setting.
- Streetscape furniture, lighting and landscaping guidelines.

Part B – Foreshore Masterplans (refer to Part B report for more detail)

- Plans for improved pathway connections, including a shared use promenade within the Apollo Bay foreshore reserve and a separate foreshore trail to the Harbour.
- A regional level play space at the centre of the Apollo Bay foreshore reserve.
- Consideration given to coastal erosion asset risk areas in determining placement of potential future infrastructure.

- A visitor drop-off point at the Visitor Information Centre and a plan to direct empty coaches away from the foreshore for longer term parking.
- Recommendations for public toilet facilities at each of the Skenes Creek, Apollo Bay and Marengo foreshores.
- Additional pedestrian crossings across the Great Ocean Road at Skenes Creek and Apollo Bay.
- Improved layout for car parking facilities along all of the foreshore areas.
- Seal watching and viewing platform at Marengo.
- Public access provided to toilets located at the Marengo Holiday Park.
- Retaining the Apollo Bay Recreation Reserve in its current location (alternatives were explored and none were found to be suitable).

There has also been extensive on-going consultation with key stakeholders including Council, the Authority, the Department of Environment, Land, Water and Planning (DELWP) and the Department of Transport (DoT). Recent engagement has occurred with the Eastern Maar Aboriginal Corporation and Heritage Victoria.

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

Public exhibition of the draft CIP would support the overarching governance principles listed below:

- Priority is to be given to achieving the best outcomes for the municipal community, including future generations.
- The municipal community is to be engaged in strategic planning and strategic decision making.
- Collaboration with other Councils and Governments and statutory bodies is to be sought.
- Regional, state and national plans and policies are to be taken into account in strategic planning and decision making.

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

The legislative and policy context for the project is set out in the draft CIP.

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)

The draft CIP considers environmental and sustainability impacts and risks, and sets out a plan for future public realm infrastructure that takes these into account. In particular, risks from climate change and erosion have been assessed as part of the background work for the project and this work has informed the proposed placement of infrastructure and other recommendations in the CIP.

Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)

It is recommended that public exhibition occurs for a 6-week exhibition period and includes the following activities:

- Mail out of flyer to all residents and ratepayers within the study area.
- Project page on the websites of both Council and the Authority.
- Q&A session with the Stakeholder Reference Group (agencies and interest groups).
- Email to all interested parties who have previously participated in consultation activities.
- 2x Open House sessions (in person or online depending on restrictions at the time).
- Telephone or virtual appointments with Council officers.

- Social media releases (Council and the Authority).

Submissions to the draft CIP will only be accepted in writing via email or hard copy.

Public Transparency (s58 LGA 2020)

Exhibiting the draft CIP seeking feedback from the community and key stakeholder ensures that there is a transparent process before adoption of the final plan.

Alignment to Plans and Strategies

Alignment to Council Plan 2021-2025:

Theme 1 - Strong and Resilient Community

Objective 3: Key infrastructure investment supports our economy and liveability

Objective 4: Colac Otway Shire is a destination to visit

Theme 2 - Valuing the Natural and Built Environment

Objective 3: Protect and enhance the natural environment

Objective 5: Provide and maintain an attractive and safe built environment

Theme 3 – Healthy and Inclusive Community

Objective 2: People are active and socially connected through engaging quality spaces and places

The draft CIP provides overarching and strategic direction for the potential planning and delivery of key public realm infrastructure within Apollo Bay, Skenes Creek and Marengo over the next 20-30 years. It aims ensure that infrastructure in the three townships is suitably planned, to cater for the future community and visitor needs.

Financial Management (s101 Local Government Act 2020)

Following community and stakeholder consultation, supported concepts and ideas from the draft CIP will form the basis of further testing and detailed design work (through other projects) to develop cost estimates, establish feasibility and explore funding opportunities.

Service Performance (s106 Local Government Act 2020)

Not applicable.

Risk Assessment

Not applicable.

Communication/Implementation

Refer Community Engagement section. It is noted that as the project has been undertaken in partnership with the Great Ocean Road Coast and Parks Authority (GORCAPA), public exhibition processes will not commence until the Authority's Board has endorsed the draft CIP for this purpose. This is expected to occur on 6 June 2022.

Human Rights Charter

Not applicable.

Officer General or Material Interest

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

Options

Option 1 – Support public exhibition of the draft Apollo Bay, Skenes Creek and Marengo Community Infrastructure Plan.

This option is recommended by officers as it is considered necessary to explore and understand the level of community and stakeholder support for various proposals in the draft CIP in order to finalise the plan and determine priorities.

Option 2 – Support public exhibition of the draft Apollo Bay, Skenes Creek and Marengo Community Infrastructure Plan with amendments

This option is not recommended by officers as the draft CIP has been developed based on extensive background research and community consultation. It is appropriate to now test the draft CIP with the community and stakeholders and make any amendments to this plan once the views of the interested parties are known.

Option 3 – Do not support public exhibition of the draft Apollo Bay, Skenes Creek and Marengo Community Infrastructure Plan.

This option is not recommended by officers as the draft CIP has been developed based on extensive background research and community consultation and is much anticipated by both the community and other stakeholders.



COMMUNITY INFRASTRUCTURE PLAN

DRAFT MAY 2022

APOLLO BAY - SKENES CREEK - MARENGO

APOLLO BAY - SKENES CREEK - MARENGO

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DRAFT

Traditional Owner Acknowledgement

We acknowledge and respect the Gadubanud People of the Eastern Maar as the Traditional Owners of the land, waters, seas and skies within the study area and acknowledge their Cultural knowledge that has led to sustainable practices and has cared for Country over tens of thousands of years.

We honour Elders past and present and express gratitude for their sharing of wisdom that has ensured the continuation of Culture and Traditional practices.

We are committed to genuinely partner and meaningfully build relationships that reflect self-determination and enable us to work together with the Traditional Owners and Aboriginal communities to support the protection of Country, the maintenance of spiritual and Cultural practices, and together deliver on their broader aspirations in the 21st century and beyond.

Report Authors

This report has been prepared by Tract Consultants Pty Ltd (Landscape Architects, Urban Designers, Town Planners, Consultation), under the management of Colac Otway Shire Council and the Great Ocean Road Coast and Parks Authority.

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PROJECT OVERVIEW

DRAFT

1 INTRODUCTION

1.1 Introduction

The townships of Apollo Bay, Skenes Creek and Marengo are nestled along the Great Ocean Road (Great Ocean Road) between a dramatic backdrop of hills and the coastline. Whilst the towns have relatively small permanent residential populations; the nature of the three towns is changing and this is having a major impact overall on the Great Ocean Road and Shipwreck Coast region. Climate change, coastal erosion, governance arrangements, population growth, tourism and visitor challenges and changing community needs are placing stress on existing infrastructure. There is a need to ensure high-quality outcomes for these changing communities and that infrastructure can meet existing and future needs.

Colac Otway Shire Council (COSC), in partnership with the Great Ocean Road Coast and Parks Authority (the Authority), have prepared a Community Infrastructure Plan (CIP) for Apollo Bay, Skenes Creek and Marengo. The CIP provides overarching and strategic direction for the potential planning and delivery of key infrastructure within Apollo Bay, Skenes Creek and Marengo over the next 20-30 years.

The Great Ocean Road Coast and Parks Authority (the Authority), in partnership with the Traditional Owners, manage, protect and foster resilience of the natural, cultural and heritage values of coastal Crown land and marine waters along the Great Ocean Road.

Our role is to simplify fragmented and conflicting management arrangements and deliver on a shared vision for the future of the entire Great Ocean Road region.

Our Vision, Objectives, and the Principles from the Great Ocean Road and Environs Protection Act 2020, form our framework and guide and drive everything we do.

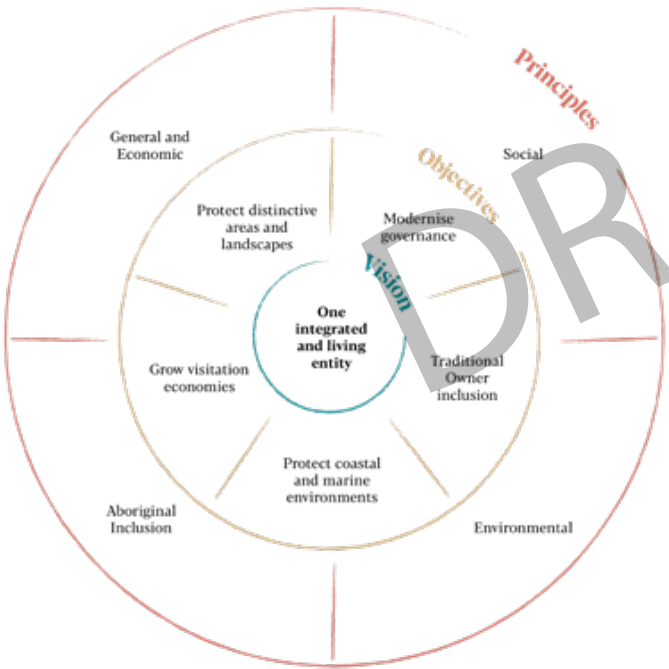


Figure 1. Great Ocean Road Coast and Parks Authority - Our Framework

Colac Otway Shire Council (Council) manage public land other than Coastal crown land and have a regulatory role with regard to private land. Council has adopted a long term Community Vision which guides the work of the organisation. This is outlined below:

By 2050, Colac Otway Shire will be a destination where people come to appreciate our unique and diverse environment and friendly communities.

We value the wisdom of this land's first caretakers, the Gulidjan and Gadabanud peoples, and recognise all those who have cared for the land since.

We work to preserve what makes our place special. We focus on environmental sustainability to protect our precious natural assets.

We are a proud and resilient community that values our welcoming spirit. We embrace new people, new business, new ideas. Our region is a great place to learn, live, work and play.

1.1.1 What is the CIP?

The CIP presents a long term vision, principles, and preliminary concepts and ideas for Apollo Bay, Skenes Creek and Marengo for the purposes of community and stakeholder consultation.

The CIP will be used to discuss and test the level of community and stakeholder support for a variety of concepts and ideas and to understand local priorities.

Key components of the CIP include:

- **District Plan** - outlines primary linkages between town activity nodes and destinations (recreational trails, walking and cycling connections).
- **Foreshore Masterplans** - for Skenes Creek, Apollo Bay Central Foreshore and Marengo foreshores.
- **Streetscape Plans** - for the Great Ocean Road and Pascoe Street in the commercial heart of Apollo Bay.
- **Design Guidelines** - for the Apollo Bay Streetscape with a materials and planting palette and including signage, street furniture and landscaping
- **Harbour Development Plan** - to implement a redevelopment consistent with the Special Use Zone.

The project has already delivered the Harbour Development Plan.

Following community and stakeholder consultation, supported concepts and ideas from the CIP will form the basis of further testing and detailed design work (through other projects) to develop estimate costs, establish feasibility and explore funding opportunities.

1.1.2 Why do we need a CIP?

The CIP aims to address the following key matters:

- **Facilitating active transport opportunities** - Well-planned, inviting and safe pedestrian and cycle connections provide a range of social, health, environmental and economic benefits for the community, and more broadly, allows people to develop an appreciation of place. Previous studies have identified the opportunity to expand and improve key linkages and streetscapes for walking and cycling within the three townships. Prioritising walking and cycling, as well as enhancing pedestrian amenity will help to reduce the dependency on car transport and parking, create vibrant streets, improve safety and surveillance and strengthen business activity.
- **Meeting Visitor Needs** - The three towns all experience extreme population fluctuation during peak periods, which places significant pressure on infrastructure and services. To ensure infrastructure can meet existing and anticipated visitor demand and expectations there is a need to provide a more strategic approach to the provision of infrastructure (including bus parking, toilet provision, traffic flows, streetscape amenity and pedestrian access). This also provides benefits for the local economy and for the provision of local infrastructure.
- **Foreshore Enhancements** - The foreshore reserves at Apollo Bay, Marengo and Skenes Creek provide a key leisure destination for both locals and visitors. While each foreshore reserve is unique, a coordinated design strategy is required to guide much needed upgrades to the public realm and infrastructure, as well as ensure the foreshore areas continue to provide an engaging, accessible and sustainable place for locals and visitors to enjoy into the future.

- **Apollo Bay Streetscape Improvements** - There is a need to develop comprehensive streetscape improvement plans for the key streets around Apollo Bay, in particular the Great Ocean Road and Pascoe Street. A key consideration of the CIP is to continue to investigate the recommendations of the Colac Otway Shire Tourism Traffic and Parking Strategy(2019)and to tie these to broader public realm improvements. In particular, the opportunity to improve the pedestrian amenity of the Great Ocean Road, to re-route traffic along Pascoe Street to reduce traffic along the Great Ocean Road at peak times, to provide additional bus parking and improve the utilisation of off street and on street parking, as well as improve pedestrian access.

The CIP will also bring together a range of concurrent studies and projects affecting Apollo Bay including, but not limited to, the current work at the Apollo Bay Harbour and the Colac Otway Shire Tourism Parking and Traffic Study.

1.1.3 What has informed this CIP?

The CIP has been informed by the following key inputs:

- Community and stakeholder suggestions and feedback;
- Background technical studies including consideration of coastal process and hazards, a community infrastructure audit and assessment, and a civil infrastructure audit;
- Review of other relevant State and Local legislation, strategies and policies which inform, govern or influence infrastructure provision; and
- Background research focusing on urban design and landscape.

These inputs are summarised in the Issues and Opportunities Paper which was released to the public in November 2019 and the Phase 2 Consultation Summary released in March 2020 (both available on COSC’s website).

1.1.4 How will the CIP be used?

The CIP will inform infrastructure planning relevant to each partner agencies respective management estate. The CIP will also serve as an advocacy piece, providing a clear platform for agencies, both individually and in partnership, to seek funding opportunities to support implementation.

Although the CIP purposely works across management boundaries to ensure an integrated planning approach, each agency is responsible for endorsing and delivering items within their estate, including seeking approval against statutory triggers and stakeholder permission where applicable.

The CIP’s delivery horizon varies, with some items likely to be delivered in the short term whilst most across a medium to long term timeframe. Community consultation, available budget, and planning complexity will guide work priorities and inform indicative staging.

1.1.5 What matters are outside the scope of the CIP?

The following matters are outside the scope of the CIP:

- **Mitigation of erosion on the foreshore (the Department of Environment, Land, Water and Planning are addressing erosion as part of a separate project).**
- Changes to land use zoning across the study area, including the Harbour Precinct.
- Changes to land use permitted or prohibited by existing zone provisions.
- Planning for private property.
- Building heights.
- Bypass of Apollo Bay.
- Relocation of the Golf Course.
- Infrastructure not provided by COSC or the Authority including water, sewer, gas and telecommunications.
- Alignment and detailed design for the Skenes Creek to Wild Dog Creek Coast Discovery Trail (separate project).

1.2 The Study Area

The overall study area for the CIP project is focused on the townships of Apollo Bay, Skenes Creek and Marengo. The study focuses on the public realm and publicly owned land areas within the boundary; as shown on the figure opposite; including road reserves, council and crown land, the foreshore, creeks and recreational open spaces.

Detailed study areas apply to specific key deliverables for the project. Detailed study areas are outlined further in Parts A-C of the CIP.



Figure 2. Study Area

1.3 Report Structure

Figure 2 below, outlines the overall structure of the CIP.

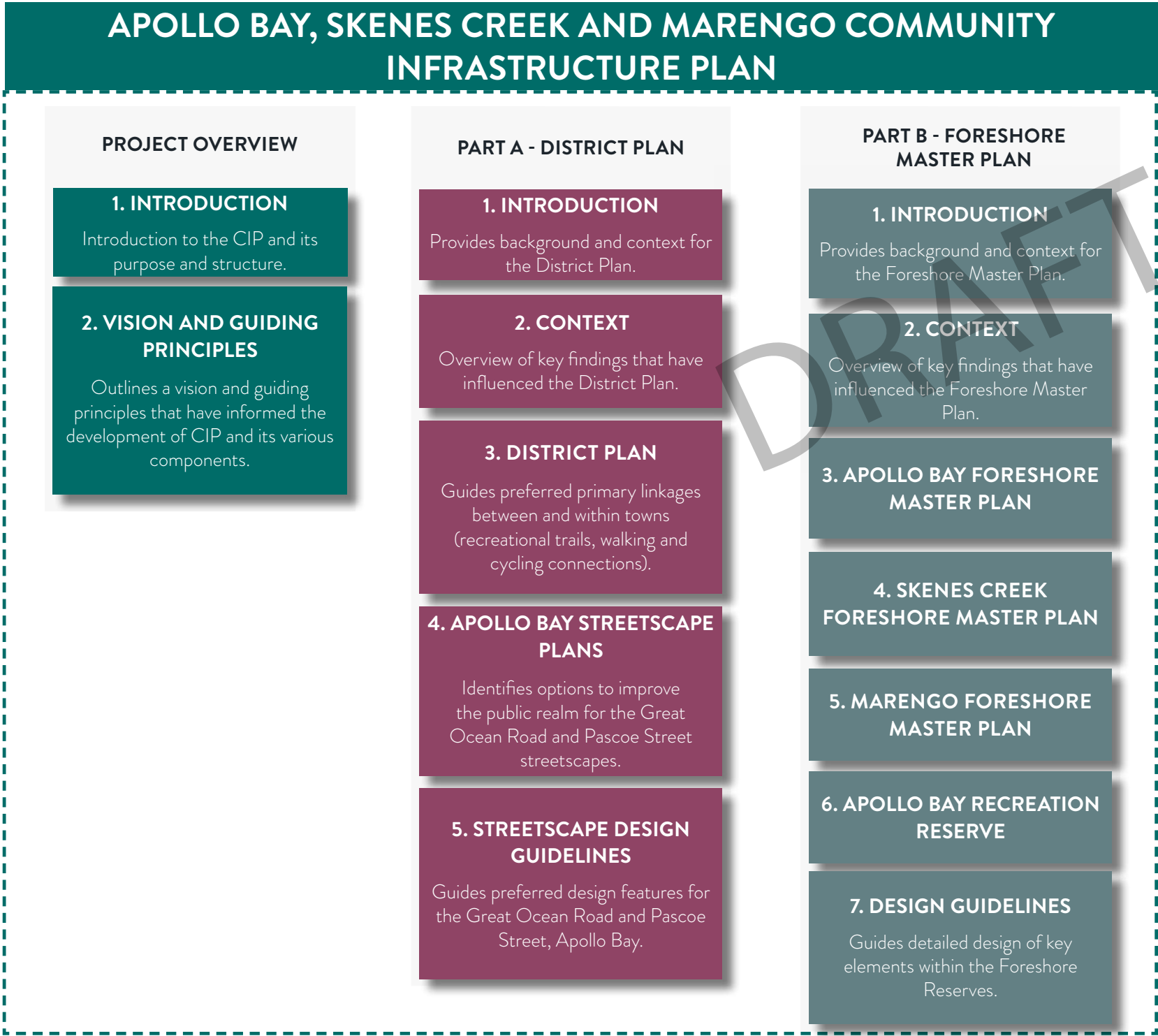


Figure 3. Report Structure

1.4 Project Process

The CIP has been developed across a number of stages as outlined below.

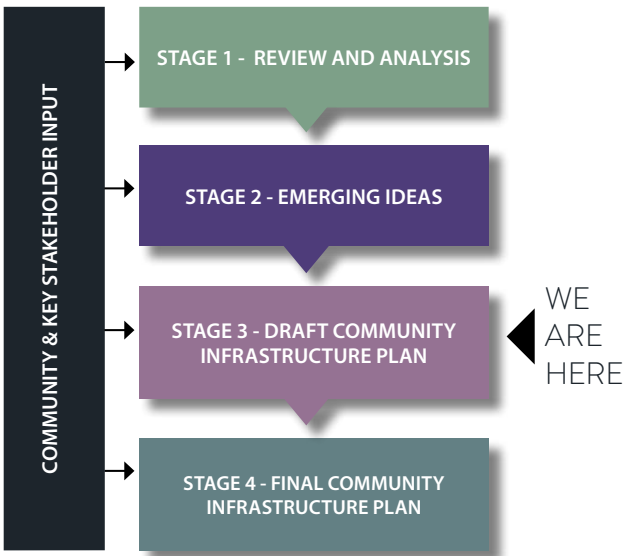


Figure 4. Project stages

1.4.1 Stage 1 - Review and Analysis

Issues and Opportunities Paper

An Issues and Opportunities Paper was prepared as part of Stage 1 to identify and understand the context, issues, processes, challenges and opportunities facing the townships of Apollo Bay, Skenes Creek and Marengo.

The Issues and Opportunities Paper was informed by specialist technical studies, along with numerous other previous reports and Stage 1 Consultation feedback.

Stage 1 Consultation

The purpose of Stage 1 Consultation was to understand, discuss and confirm the existing opportunities and issues facing the project (including negotiables and non negotiables).

1.4.2 Stage 2 - Emerging Ideas

Stage 2 - Emerging Ideas, outlined a number of preliminary thoughts and ideas for the Apollo Bay, Skenes Creek and Marengo Community Infrastructure Plan.

Stage 2 Consultation

The purpose of Stage 2 Consultation was to inform the community of preliminary and emerging ideas and seek feedback with regards to these ideas.

For further details on the Stage 1-2 Consultation, the Issues and Opportunities Paper Or the Emerging Ideas, please visit <https://www.colacotway.vic.gov.au/Planning-building/Strategic-planning/Current-Strategic-projects/Community-Infrastructure-Plan-Apollo-Bay-Skenes-Creek-Marengo>



Example of consultation material for Stage 2.

2 VISION AND GUIDING PRINCIPLES

2.1 The Vision

The vision provides a preferred long term vision for Apollo Bay, Skenes Creek and Marengo and a sense of how the three towns will look, function and feel into the future.

The vision has been influenced by community input and feedback to ensure it represents the local community aspirations for their collective townships.

This Vision has provided high level guidance throughout the development of the CIP.

Apollo Bay, Skenes Creek and Marengo will become unique and enjoyable places for both local residents and visitors, across all seasons.

The three towns will be highly connected places, each with their own authentic form, identity and sense of place. Apollo Bay will continue to play its vital role as a key service centre for the surrounding community, offering a range of community facilities, while maintaining its small fishing village character. Marengo and Skenes Creek will provide a relaxed coastal lifestyle for all.

The three towns will form part of and enhance the Great Ocean Road and Shipwreck Coast experience, offering a range of enjoyable destinations and journeys for visitors and improving the benefits, both direct and indirect, associated with tourism for local residents.

The landscape and environment will continue to provide a framework for the three towns. It will inform the role and function of public spaces and contribute to their visual identity. The three towns will lead as an example for environmental sustainability, preserving and enhancing their natural environment for generations to come.

They will celebrate the region's culture and heritage, a source of food, resources and materials for the Eastern Maar, to the region's rich fishing and timber history.

The foreshores, streets and public spaces will be convenient, exciting and safe for people to use, and visually vibrant, both day and night all year-round.

2.2 Guiding Principles

Guiding Principles have been developed from community and stakeholder consultation and analysis of the key issues and opportunities.

The Guiding Principles, along with the Vision, will be used to direct and assess all future planning and design outcomes within the precinct to ensure that future development is consistent with the vision and the community's aspirations.

NOTE: All images are indicative only.

GUIDING PRINCIPLE 1

Maar Living Culture

WHAT DOES THIS MEAN FOR THE CIP?

- No harm to cultural heritage.
- Reintroduction of original names.
- Enhanced opportunities for story telling in built infrastructure.

Collaboration with the Eastern Maar will continue to shape the outcomes of the CIP to ensure they can continue to assert their rights and interests. Although these three principles will remain central to the implementation of the CIP throughout its lifespan, the CIP must remain responsive to additional elements and opportunities as our partnership with Traditional Owners continues to grow.

GUIDING PRINCIPLE 2

Create a sustainable and robust environment that can adapt to environmental change over time

WHAT DOES THIS MEAN FOR THE CIP?

- Re-establish the quality and viability of coastal ecological reserves through the repositioning of road and trail infrastructure and formalising / rationalising beach access points.
- Ensure existing and future infrastructure considers the impacts of climate change, particularly erosion and sea level rise.
- Encourage environmentally sustainable initiatives to be incorporated into new buildings and development i.e. renewable energy, low carbon emissions etc. Water sensitive urban design to be incorporated in public spaces and car parking areas.
- Utilise the most current and best available coastal modelling around climate change when redesigning foreshore areas.

The CIP has considered the best available data to ensure the process is responsive to climate change pressures. However, given the lifespan of the CIP, prior to the implementation of individual actions further investigations will be undertaken to ensure the actions remain appropriate and continue to align with Principle 2.

GUIDING PRINCIPLE 3

Maintain a 'small town' development scale while catering to seasonal peaks in visitor numbers

WHAT DOES THIS MEAN FOR THE CIP?

- Maintain the low scale of building development. The town, its built form and infrastructure should appear as an authentic part of the town and design form should always be shaped by the landscape.
- Maintain the separation of development areas and the visual relationship between the landscape and ocean that defines Apollo Bay and related coastal settlements. The landscape should always be a visually dominant part of the visual experience.
- Develop a framework of facilities and leisure settings to meet a mid-level of local and visitor needs but develop these in association with multi-use spaces that cater for larger numbers and future change.
- Public toilets should be provided at key activity nodes. They should be functional, accessible, well designed and integrated into the surrounding built form and landscape setting.
- Limit the spread of road and parking infrastructure and the visual impacts associated with these uses.
- Design for the individual as well as the group. Apollo Bay and its coastal settlements should always provide a personal experience.

GUIDING PRINCIPLE 4

Strengthen the identity and authentic character qualities of each township

WHAT DOES THIS MEAN FOR THE CIP?

- Apollo Bay, Marengo and Skenes Creek should each retain their separate form, identity and sense of place. They should be seen as authentic and individual coastal settlements.
- Each place should be seen as a distinct leisure destination with facilities and services matching the needs of visitors, but the infrastructure capacity of each destination should be limited to what can be comfortably absorbed by the landscape and environment of each setting.
- Each place should serve as the starting point or destination for a local and regional trail system.
- Development within each town setting should not adversely impact the beach / coastal walk which should always retain its 'wild coast' scenic quality.

GUIDING PRINCIPLE 5

Meet local community infrastructure needs through the development of shared use facilities

WHAT DOES THIS MEAN FOR THE CIP?

- Develop shared use infrastructure that serves the needs of locals and visitors.
- Consider the role of temporary facilities to meet seasonal and special needs.
- Use shared infrastructure settings to bring locals and visitors together.
- Where possible and appropriate, retain existing infrastructure to minimise environmental impact and cost.
- Build community infrastructure that enhances economic, environment and social outcomes for the community.



GUIDING PRINCIPLE 6

Make it easier and safer to get around for all ages and all abilities

WHAT DOES THIS MEAN FOR THE CIP?

- Develop a formal pathway / bicycle network to serve Apollo Bay. Visually reinforce the neighbourhood and pathway structure through tree planting.
- Formalise parking and road access to increase parking efficiency and minimise landscape and environmental impacts.
- Limit the impacts of future parking. Where possible, people should be directed to park where there is existing capacity. Additional parking demand should be accommodated through the formalisation of existing parking areas and / or streetscape improvements.
- Create a range of key leisure destinations that act to draw casual parking away from retail centre parking areas and reduce competition for parking in the retail area.
- Reduce car dominance and encourage pedestrian and bicycle movement between key destinations.
- Make the pedestrian trail network a specific leisure feature.
- Create 'loops of interest' that accommodate various levels of available leisure time, such as one hour, two hour, four hour and all day trail experiences.
- Improve pedestrian and cyclist safety and amenity. Provide shade and shelter to a level where it encourages pedestrian and cyclist movement.

GUIDING PRINCIPLE 7

Design for integrated and sustainable design outcomes

WHAT DOES THIS MEAN FOR THE CIP?

- Design for integrated responses to coastal protection, environmental, infrastructure and leisure needs rather than individual system based design responses.
- Ensure the roles and responsibilities for maintaining community facilities and public spaces within the study area are clear.
- Provide adequate funding and maintenance budgets that allow for the delivery and upkeep of the community facilities and public spaces.



GUIDING PRINCIPLE 8

Improve visitor wayfinding and place legibility

WHAT DOES THIS MEAN FOR THE CIP?

- Improve the visitor arrival experience within the foreshore and Great Ocean Road retail setting. Information should be available at multiple locations and, along with the trail system, provide visitors with multiple activity options.
- Each key destination should provide information about the local and regional destination network.
- The landscape of each key visitor destination and the connecting network should visually link visitors to the environment.
- Ensure a consistent design, message and branding across the townships.
- Ensure signage is legible, adopts universal design principles and assists in overcoming language barriers (i.e. English and Mandarin).



GUIDING PRINCIPLE 9

Develop an activity and connections framework for the three towns

WHAT DOES THIS MEAN FOR THE CIP?

- Develop a more diverse series of key destinations (multi-use settings) and access networks to meet the needs of a wide range of visitors and locals. These should represent the best qualities of the study area and its region.
- Connect places by road and pedestrian / bike trail. There should always be a pedestrian access alternative.
- Design places and facilities that allow for shared visitor and local use.
- Develop integrated design responses that simultaneously consider environmental, leisure and infrastructure needs.
- Create a flexible design response that anticipates seasonal variations in the level of use and long-term environmental change.

GUIDING PRINCIPLE 10

Redesign Apollo Bay foreshore reserve to provide better beach access and more attractive park settings

WHAT DOES THIS MEAN FOR THE CIP?

- Create a central leisure space that serves the needs of locals and visitors. This space should serve as the start of the Great Ocean Walk and be the place where locals and visitors meet.
- The foreshore will be a major destination in Apollo Bay. It will be a visually distinctive place and well designed space that provides a welcoming, safe, exciting and quality public space for all kinds of people and all age groups.
- Provide a clear and connected trail between the foreshore and the Harbour, as well as the shops.



GUIDING PRINCIPLE 11

Change the function and pedestrian capacity of the Great Ocean Road retail area

WHAT DOES THIS MEAN FOR THE CIP?

- Consider a seasonal or permanent one-way road system that allows for widening of the Great Ocean Road footpath.
- Develop a more structured approach to footpath use that separates pedestrian movement and services functions from static uses such as eating and resting.
- Develop more informal road crossing points to allow for better pedestrian connections between the foreshore and the retail strip.
- Improve the landscape quality of the retail centre and foreshore reserve through tree planting and ground level landscape works.





DRAFT



COMMUNITY
INFRASTRUCTURE
PLAN

PART A DISTRICT PLAN

DRAFT MAY 2022

APOLLO BAY - SKENES CREEK - MARENGO

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Traditional Owner Acknowledgement

We acknowledge and respect the Gadubanud People of the Eastern Maar as the Traditional Owners of the land, waters, seas and skies within the study area and acknowledge their Cultural knowledge that has led to sustainable practices and has cared for Country over tens of thousands of years.

We honour Elders past and present and express gratitude for their sharing of wisdom that has ensured the continuation of Culture and Traditional practices.

We are committed to genuinely partner and meaningfully build relationships that reflect self-determination and enable us to work together with the Traditional Owners and Aboriginal communities to support the protection of Country, the maintenance of spiritual and Cultural practices, and together deliver on their broader aspirations in the 21st century and beyond.

Report Authors

This report has been prepared by Tract Consultants Pty Ltd (Landscape Architects, Urban Designers, Town Planners, Consultation), under the management of Colac Otway Shire Council.

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1 INTRODUCTION

1.1 Introduction

Well-planned, inviting and safe linkages enable people to gain social, health, environmental and economic benefits, and more broadly, an appreciation of place.

Part A - District Plan forms part of the Community Infrastructure Plan (CIP) for Apollo Bay, Skenes Creek and Marengo. Its purpose is to provide a long term strategic vision for key pedestrian linkages and key streetscape improvements in Apollo Bay, Skenes Creek and Marengo over the next 20-30 years.

Part A - District Plan should be read in conjunction with the Project Overview, which outlines the purpose of the CIP, explains how the CIP was developed, consultation that has occurred and sets overarching principles for infrastructure provision into the future.

1.1.1 What is the District Plan?

The District Plan comprises:

- **District Plan** - outlines primary linkages between town activity nodes and destinations (recreational trails, walking and cycling connections).
- **Streetscape Plans** - for the Great Ocean Road and Pascoe Street in the commercial heart of Apollo Bay.
- **Streetscape Design Guidelines** - for the Apollo Bay Streetscape with a materials and planting palette and including signage, street furniture and landscaping.

1.1.2 Why do we need a District Plan?

Tourism places extreme pressure on infrastructure and services within Apollo Bay, Skenes Creek and Marengo, while there is also growing pressure from parts of the community for the provision of more local infrastructure.

The District Plan intends to bring together a range of previous and concurrent studies/projects affecting Apollo Bay, Skenes Creek and Marengo to provide an integrated response to infrastructure needs within the three towns. It aims to explore key issues identified in these studies, with a particular focus on:

- Improving pedestrian connections and opportunities for active transport, particularly along the Great Ocean Road and to foreshore areas.
- Infrastructure provision to improve pedestrian amenity and to meet visitor needs, particularly toilets and parking needs.
- Reducing the impacts of through traffic in the commercial centre of Apollo Bay.

1.1.3 How will the District Plan be used?

The District Plan will be used to discuss and test concepts and ideas for upgrading and improving key pedestrian linkages and primary streetscapes within Apollo Bay, Skenes Creek and Marengo.

More specifically, the District Plan will be used by Colac Otway Shire Council (COSC):

- To identify future preferred recreational trails and key linkages within and between the three towns.
- To identify preferred future upgrades and improvements to the Great Ocean Road and Pascoe Street, including options to make Pascoe Street the primary traffic route through Apollo Bay.
- To inform Council's service and capital works priorities.
- To inform future investigations and advocacy work to be undertaken in relation to treatment of traffic along the Great Ocean Road.
- To advocate for and attract future funding.

Additionally, the Authority will use the District Plan to guide infrastructure elements where coastal Crown land is affected.

Following community and stakeholder consultation, supported concepts and ideas will form the basis of further testing and detailed design work through future projects to develop estimate costs, establish feasibility and explore funding opportunities.

1.2 CIP & Report Structure

The CIP consists of four parts:

- Project Overview
- **Part A - District Plan**
- Part B - Foreshore Master Plan
- Part C - Harbour Development Plan

Figure 1 below, outlines the different parts of the CIP.

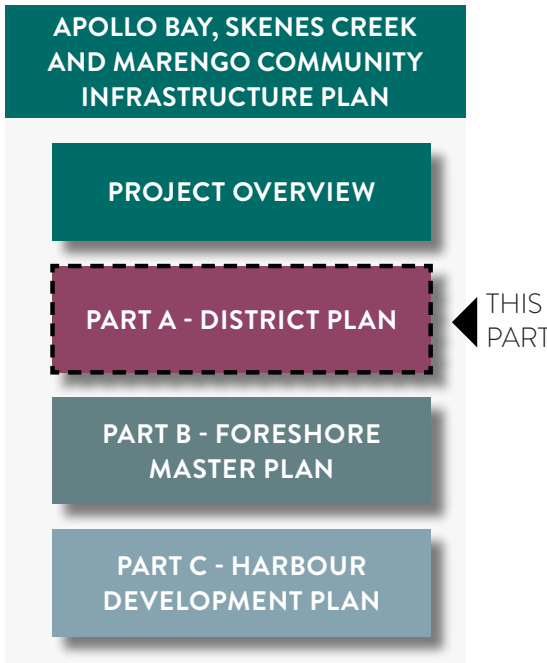


Figure 1. The parts of the CIP

The structure of Part A - District Plan is outlined below, in Figure 2.



Figure 2. Part A - District Plan Structure

1.3 The Study Area

The Study Area for the District Plan is:

District Plan Study Area

The study area for the District Plan includes the townships of Apollo Bay, Skenes Creek and Marengo. It focuses on the public realm and publicly owned land within the boundary including road reserves, Council and Crown land, the foreshore, creeks and recreational open spaces. Refer Figure 3.

Apollo Bay Streetscape Plan and Streetscape Design Guidelines Study Area

The Study Area for the Apollo Bay Streetscape Plan and the Streetscape Design Guidelines is focused on the Great Ocean Road and Pascoe Street in the commercial heart of Apollo Bay. It also considers key connecting streets including parts of Thomson Street, Hardy Street, Moore Street, McLaren Parade and Nelson Street.

The streetscape plan concentrates on the public realm, which comprises the streets and footpaths. Buildings and their facades are not included. Refer Figure 4.

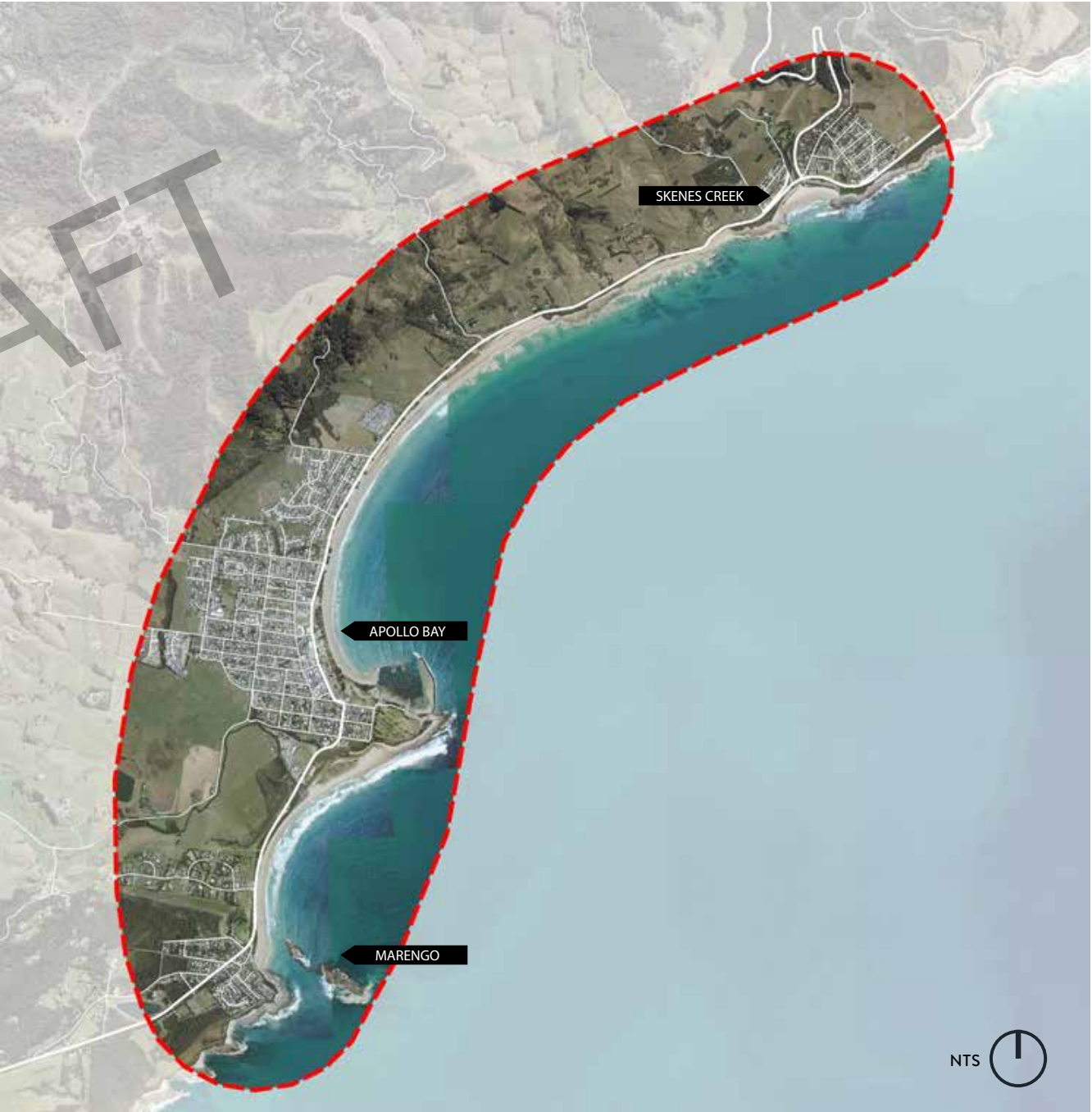
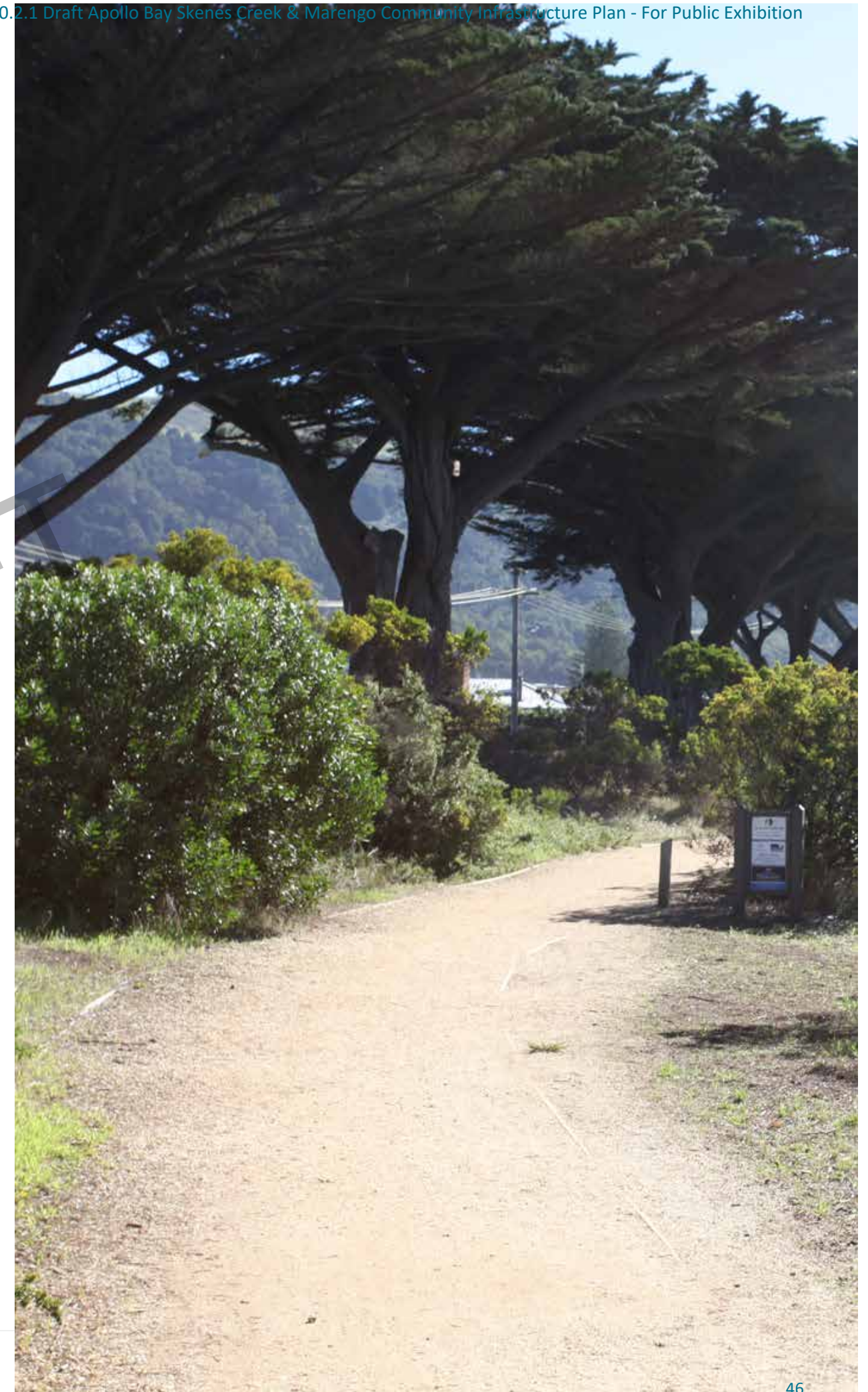


Figure 3. Study Area - District Plan

COMMUNITY INFRASTRUCTURE PLAN



Figure 4. Study Area - Streetscape Plan



2 CONTEXT

Background research, previous studies and site visits undertaken for the CIP identified the opportunity to improve key linkages and streetscapes for both residents and visitors within Apollo Bay, Skenes Creek and Marengo.

Refer to the Apollo Bay, Skenes Creek and Marengo CIP - Issues and Opportunities Paper for additional details.

2.1 Colac Otway Shire Tourism Parking and Traffic Strategy, 2019

A key driver for the development of the CIP was the Colac Otway Shire Tourism Parking and Traffic Strategy prepared by GTA in 2019.

The Strategy outlines a number of evidence based tourism and parking and traffic management strategies required to support tourism growth in key coastal settlements within Colac Otway Shire.

Many of the recommendations in the Strategy have shaped the concepts being explored through the CIP. In particular, the Strategy recommends different options for traffic movement through Apollo Bay, as well as opportunities to pedestrianise the Great Ocean Road and to reduce the impacts of through traffic in the commercial centre.

Other key recommendations outlined in the Strategy, relevant to the District Plan include:

Key Recommendations	How has this been considered in the District Plan?
Apollo Bay	
Improve the utilisation of the off-street car park on Pascoe Street through wayfinding signage.	The CIP explores opportunities to direct traffic movements to Pascoe Street, in order to alleviate traffic along the Great Ocean Road between the shops and the foreshore. The proposed changes to movement within Apollo Bay will encourage greater utilisation of off street car parks along Pascoe Street. This will be supported by improved wayfinding signage to help people navigate to these areas.
Re-route buses to travel on Pascoe Street rather than Great Ocean Road.	
Provide public toilets near bus parking.	A designated passenger drop off / pick up point will be provided adjacent the Visitor Information Centre in the foreshore. This will be supported by public toilets located at the Visitor Information Centre. Bus parking for empty coaches will be provided along Pascoe Street (and potentially Thomson Street). Access to nearby toilets at the Visitor Information Centre will be sign posted for drivers.
Provide improved pedestrian crossing infrastructure along Pascoe Street.	Raised pedestrian crossings will be provided at key intersections and at key mid block links, prioritising pedestrian access between the commercial centre and residential areas within Apollo Bay, including the Community and Education uses along Pengilley Avenue.
Improved bicycle parking provision.	The CIP aims to create an integrated and connected network of cycling connections throughout Apollo Bay. This will include shared paths, on road cycle paths, sharrows, bike parking and end of trip facilities.
Improved pedestrian access between the Visitor Information Centre, bus stop and foreshore car park.	A continuous foreshore promenade will be provided throughout the foreshore improving connections between the Visitor Information Centre, the bus stop and foreshore car park.
Provide additional pedestrian crossing infrastructure on the Great Ocean Road in appropriate locations.	Raised pedestrian crossings provided at key intersections and at key mid block links, prioritising pedestrian access within the town centre and making it easier to move between the foreshore and shops. In addition, the CIP explores options to direct traffic movements (i.e. lower traffic volumes) along Pascoe Street as the primary traffic route through Apollo Bay (as recommended by the Colac Otway Shire Tourism Parking and Traffic Strategy, 2019).
Investigate opportunities to reduce footpath obstructions in the retail precinct.	The CIP aims to provide a clear allocation of space for trading, dining, above ground services (bins) and public seating. This, along with the widening of footpaths throughout the commercial centre, will assist in providing adequate space for people to move along the street.

Key Recommendations	How has this been considered in the District Plan?
Pedestrianise the Great Ocean Road through prioritised treatments.	The Movement and Place Assessment identified that a one-way vehicle movement option along the Great Ocean Road (north to south) as the preferred option. The CIP aims to improve pedestrian access along the Great Ocean Road by providing a connected path network that includes raised pedestrian crossings at key intersections, mid block crossings and mid-block pedestrian laneways, as well as wayfinding signage at key nodes.
Trial the full pedestrianisation of the Great Ocean Road through tactical urbanism exercises.	
Improved traffic management in the Surf club foreshore carpark.	The foreshore car park will be reconfigured, with a single entry point, minimising pedestrian and vehicle conflicts near the Surf Club. Refer to Part B - Foreshore Masterplan for further details.
Provide long vehicle and bus parking along Pascoe Street.	Additional longer term coach parking will be provided along Pascoe Street and potentially Thomson Street (subject to further discussion). Coach parking spaces along Pascoe Street and Thomson Street may also allow for longer vehicle parking outside of peak times i.e. (11am – 2pm).
Medium and long-term strategic locations for additional off-street bus parking.	While the opportunity to provide additional off street coach parking was explored as part of the CIP, a suitable alternative location was not identified.
Town entry treatments and 40km/h speed limit through township.	This will need to be considered by DoT separately.
Potential one-way operation of Great Ocean Road with redirecting of heavy vehicles and buses via Thomson, Pascoe and Nelson Streets.	A key driver for the CIP was to further explore and test the potential one-way operation of Great Ocean Road. The concepts presented in the CIP include a one-way and a two-way option.
Intersection of the Great Ocean Road and Nelson Street upgrade.	The potential to upgrade the intersection of the Great Ocean Road and Nelson Street has been further explored in the CIP, including improving the setting of the ANZAC Memorial. This is outlined in Section 4.7.
Skenes Creek	
Directional arrows and turning guidelines at the Great Ocean Road and Skenes Creek Road intersection.	This will need to be considered by DoT separately.
Improve pedestrian connectivity between either side of the river by widening footpath on bridge.	This will need to be considered by DoT separately.
Improve pedestrian crossing safety on the Great Ocean Road.	A pedestrian refuge island will be provided along the Great Ocean Road. This will reduce the distance to cross and improve access between the foreshore and residential areas.
Improve traffic management in the foreshore car park on the western side of the bridge.	The foreshore car parking area will be formalised to improve access and safety for all users.
Town entry treatments and 40km/h speed limit through township.	This will need to be considered by DoT separately.
Marengo	
Town entry treatments and 40km/h speed limit through township.	This will need to be considered by DoT separately.

2.2 Movement and Place - Great Ocean Road and Pascoe Street, Apollo Bay, July 2021

COSC commissioned a Movement and Place (M&P) Assessment for the Apollo Bay commercial centre to further explore the impacts of the potential one-way traffic option recommended by the Tourism Parking and Traffic Strategy (2019). COSC’s priority is for this section of the Great Ocean Road to be pedestrian focussed where dwell time in the retail precinct and the foreshore is increased, whilst acknowledging that the Great Ocean Road also plays an important role in a wider sense as a State significant road and part of a touring route. The M&P Assessment looked at options for the most appropriate traffic management arrangement in this context.

Movement and Place is the Department of Transport’s (DoT) new way of planning for the challenges facing our transport system into the future. The M&P approach recognises that transport links perform two functions: movement of people and goods and providing a route to a destination. This means planning for movement and placemaking concurrently.

The M&P Assessment was prepared by Ratio Consultants in accordance with DoT’s Movement and Place User Guide and included a Safe System Assessment that requires roads to be designed and managed to avoid death and serious injury.

Six options were investigated to assess levels of performance in terms of traffic flow and safety, and pedestrian and cycling safety and amenity. The options included: no change, close of western parking lane on the Great Ocean Road only, one-way along the Great Ocean Road (north to south and south to north), full pedestrianisation of the Great Ocean Road and a shared pedestrian and vehicle arrangement on the Great Ocean Road.

With regard to existing conditions, it was found that the Apollo Bay CBD currently underperforms from a Place, Walking, Safety and Cycling perspective.

Option 3, which was the one-way vehicle movement option along the Great Ocean Road (north to south) aligned most closely with the aspirational level of service identified for the study area.

The Assessment highlighted that further detailed analysis and design would be required to fully understand the impacts of implementing the preferred option within the study area.

The Assessment informed the decision to further explore the two options presented in this CIP report (Refer Section 4.3 and 4.4), including a one-way and a two-way movement option along the Great Ocean Road.

2.3 Community Infrastructure Assessment – Apollo Bay Skenes Creek Marengo, April 2021

A Community Infrastructure Assessment (CIA) was undertaken by Tract Consultants and K2 Planning to inform the CIP. It provided an audit of existing community facilities and infrastructure, identified issues for further exploration and made recommendations for future provision. The CIA had regard to population and tourism trends, existing facility and infrastructure requirements, legislation and best practice approaches and targeted stakeholder feedback (primarily providers of community services).

The CIA identified a range of community facilities currently located in Apollo Bay including:

- 4 Council owned facilities (Apollo Bay Pre-School; Apollo Bay Senior Citizens Centre, former Apollo Bay Council Offices and Apollo Bay Museum).
- 30 non-Council community facilities owned/managed by a range of other organisations including the State Government; Great Ocean Road Health (GORH); and the Authority.

In addition, the CIA identified a range of open space infrastructure:

- 4 Council owned reserves (Heathfield Estate Reserve, Anderson Creek, Milford Creek, Park Avenue Reserve).
- 6 non-Council open space reserves owned/managed by a range of other organisations including the State Government and the Authority.

A number of projects in recent years were mentioned that do, or will, contribute significantly to available community infrastructure including:

- The new Early Years Hub located on the Apollo Bay P- 12 College site. The new kindergarten and Maternal and Child Health (M&CH) facility has now been completed and investigations continue for the provision of childcare in Apollo Bay.
- Refurbishment of the Apollo Bay Senior Citizens Centre into the Apollo Bay Community Centre with additional facilities or upgrades including a multipurpose community room, stage, cinema facilities, meeting room, storage area and kitchen.
- Planning for a new Surf Lifesaving Club (SLSC).

Key recommendations from the CIA that have been further explored and incorporated into the draft CIP include:

1. Healthy & Active Ageing
 - Install dementia and age-friendly public space infrastructure (paths, shade, seating, play etc) that ensures accessibility and connectivity for all groups. Refer Part A – District Plan, Section 5.4 Street Furniture.
 2. Arts, Culture & Events:
 - Develop a flexible public space form that can act as an Events Stage in the Apollo Bay Foreshore. Refer Part B – Foreshore Masterplans, Section 3 Apollo Bay Foreshore Master Plan.
 3. Open Space
 - Implement and build on the recommendations for Apollo Bay set out in the Colac Otway Active Transport Strategy 2013-2023 to improve pathways and cycle infrastructure. Refer Part A – District Plan, Section 3.3, 3.4 & 3.5.
 - Support older residents through safe and accessible wheelchair networks with scooter charging locations. Refer Part A – District Plan, Section 5 Streetscape Design Guidelines – general requirements outlined – detailed design would need to be part of future work.
 - Develop a consistent way-finding signage package across the towns that is dementia friendly, age friendly, scooter friendly. Key locations for wayfinding signage has been identified on the Streetscape Plans in Part A and the Foreshore Master Plans in Part B. Detailed design of the signage would need to be part of future work.
- Improve the foreshore market area, including the development of infrastructure supply points to support temporary event-based uses such as markets and other events. Refer Part B – Foreshore Masterplans, Section 3 Apollo Bay Foreshore Master Plan.
 - Consider the potential to develop a flexible informal amphitheatre space along the foreshore to accommodate larger gatherings and events including appropriate servicing (i.e. power etc). Refer Part B – Foreshore Masterplans, Section 3 Apollo Bay Foreshore Master Plan.
 - Investigate the benefits of improving pedestrian access to the Apollo Bay Foreshore, in particular along the section of Great Ocean Road between Hardy Street and Nelson Street. The trial of a temporary one-way solution for traffic along the Great Ocean Road during peak visitor periods, with north bound traffic diverted through to Pascoe Street could be undertaken to determine the suitability of a more permanent solution. Refer Part A – District Plan, Section 4 Apollo Bay Streetscape Plans.
 - Upgrade pedestrian linkages throughout Apollo Bay, particularly between Pengilley Avenue and the Great Ocean Road.
 - Improve linkages between the three towns – i.e. an off-road shared path link along the foreshore. Refer Part A – District Plan, Section 3.3, 3.4 & 3.5.

The CIA also included a number of recommendations which are outside the scope of the CIP but could be considered as part of future work. These include:

1. Youth Infrastructure

- Discussions should be held with the following organisations in Apollo Bay to improve the provision of community services for young people:
 - Students and staff at Apollo Bay P-12 College to identify the type of youth services that are sought by young people during non-school hours.
 - Apollo Bay P- 12 College regarding the capacity to expand, or host, drama or other programs as identified for young people during non-school hours.
 - Apollo Bay P – 12 College and/or Great Ocean Road Health regarding the capacity to accommodate youth specific counselling services.
- Consider inclusion of youth counselling services at the renovated Apollo Bay Community Centre.

2. Healthy & Active Ageing

- Install scooter recharge points in key locations.
- Increased provision of age appropriate and disability specific accommodation.
- Increased provision of mental health support services and specialist consulting services for older residents.

3. Community Halls & Meeting Spaces

- Complete a universal access and DDA compliance check of existing community halls/meeting spaces and update facilities where required.
- Investigate the level of demand for a large multipurpose facility in Apollo Bay, the types of uses sought to be accommodated by such a facility and whether this type of facility would be consistent with Council's guidelines for the provision of community halls.
- Continue to provide community access to meeting spaces in the former Colac Otway Shire Offices in Nelson Street.
- Negotiate with private providers about developing additional features to support a co-working hub, i.e. virtual training/conferencing, IT support, business development support.
- Undertake a demand and supply analysis for car parking in the precinct surrounding the Community Centre.
- Consider the benefits of co-locating neighbourhood house programs within a multi-purpose community centre.

4. Arts, Culture & Events

- Develop a designated art space suitable to run artist workshops etc.

5. Emergency Services

- Continue to coordinate with relevant Emergency Service providers to ensure positive community outcomes and increased community resilience in Apollo Bay through community-based programs that respond to emergency planning.

6. Education

- Future planning for Neighbourhood House programs in Apollo Bay should ensure that significant facility space is available for older years educational programs, particularly University of the Third Age programs.

7. Health Services and Infrastructure

- Continue to coordinate with GORH about the ways in which Council can support the health services and infrastructure initiatives undertaken by GORH.

8. Open Space

- Completion of a masterplan for the Apollo Bay Recreation Reserve which allows for the upgrade of football, netball, cricket and tennis facilities so as to be fit for purpose.
- Investigate additional funding streams for the Apollo Bay Recreation Reserve to provide additional facilities, change rooms, club rooms etc.
- Prepare service agreements with Apollo Bay P-12 College to enable sporting facilities to be available after-hours for use by the local community.
- Prepare an open space network plan which provides short, medium and long term linkages throughout the three towns.
- Formalise the “health and education precinct” in Apollo Bay through future policy updates and the preparation of a masterplan for the broader area encompassing the Park Avenue Reserve to be developed as neighbourhood open space.

The CIA is available as a background document.

2.4 Key Analysis and Community and Stakeholder Findings

The following provides a summary of key analysis and consultation findings relevant to the District Plan:

Key Findings / Recommendations	How has this been considered in the District Plan?
Apollo Bay	
A number of recreational trails were identified by previous studies and by the community.	Identified trails (specifically contained within the Apollo Bay Trails Feasibility, 2012) have been explored as part of the District Plan and through additional stakeholder and community input. Supported trails have been integrated into the CIP. Refer Section 3.2.
The Great Ocean Road in Apollo Bay is the focus of high pedestrian and traffic volumes. High volumes of traffic make it difficult and unsafe in terms of traffic volume and parked cars exiting onto the road for pedestrian to move between the retail uses and the foreshore, particularly in peak season with heavy traffic, buses and parking use.	Raised pedestrian crossings will be provided at key intersections and at key mid block links, prioritising pedestrian access within the town centre and making it easier to move between the foreshore and shops. In addition, the CIP explores options to direct traffic movements (i.e. lower traffic volumes) along Pascoe Street as the primary traffic route through Apollo Bay (as recommended by the Colac Otway Shire Tourism Parking and Traffic Strategy, 2019).
There is competition for footpath space from retailers, cafes and pedestrians, along shopfronts in Apollo Bay. Typically this results in reduced spaces for pedestrian traffic flows.	The CIP aims to provide a clear allocation of space for trading, dining, above ground services (bins) and public seating. This, along with the widening of footpaths throughout the commercial centre, will assist in providing adequate space for people to move along the street. Refer Section 4.3 and 4.4.
The Tourism Traffic and Parking Strategy identified the opportunity to trial the full pedestrianisation of Collingwood Street (the Great Ocean Road) by temporarily closing the street to cars, as well as prioritising pedestrian access along the street.	The M&P undertaken for the CIP identified that the one-way vehicle movement option along the Great Ocean Road (north to south) was preferred. This option has been further explored in the CIP. The CIP aims to improve pedestrian access along the Great Ocean Road by providing a connected path network that includes raised pedestrian crossings at key intersections, mid block crossings and mid-block pedestrian laneways, as well as wayfinding signage at key nodes.
The Tourism Traffic and Parking Strategy also identified the opportunity to re-route traffic along Pascoe Street to reduce traffic on Collingwood Street at key times of the year, to provide additional bus parking and improve the utilisation of off street parking, as well as improve pedestrian access.	Concepts included in the CIP explore the opportunity to redirect primary traffic movements along Pascoe Street, as well as enhance the street for people. Refer Section 4.3 and 4.4.
Street tree planting in Pascoe Street is limited and does not match the wide streetscape.	Kerb outstands and reconfigured streets provide space for additional street tree and garden bed planting. This will help to improve the appearance of the streets and improve pedestrian amenity by providing shade and shelter for users.
There is the opportunity to improve pedestrian and cycle access throughout Apollo Bay, Skenes Creek and Marengo including access to key destinations and community facilities.	The CIP proposes to establish clear physical, visual and landscape links between key destinations. These include water based, foreshore and inland recreational trails that create a broader network of movement between and within the three towns.

Key Findings / Recommendations	How has this been considered in the District Plan?
Apollo Bay	
Access along the foreshore within all three towns is discontinuous and unclear. There is the opportunity to provide a continuous foreshore trail between all three towns, complemented by improvements to wayfinding and signage.	A continuous foreshore trail (shared path) is proposed along the edge of the foreshore reserve through the Apollo Bay foreshore. This will connect to Skenes Creek to Marengo along a 10km trail. Refer Section 3.2.
Great Ocean Road (between Hardy Street and Nelson Street) is the heart of business in Apollo Bay, however car parking is visually dominant and detracts from the beauty and character of the town centre.	While car parking is maintained along the Great Ocean Road to support retail and foreshore uses, the amenity of the street will be enhanced by widening the footpaths, providing additional street tree planting and through a coordinated streetscape palette that will contribute to the relaxed coastal character of Apollo Bay.
The ANZAC memorial located at the intersection of Nelson Street has cultural and heritage significance and a symbolic connection to the Great Ocean Road in its current location and alignment. Space for gathering or viewing is limited around the memorial.	The ANZAC memorial will be integrated into proposed changes for the Nelson Street and Great Ocean Road intersection. An expanded and enhanced landscape setting will provide space for gathering and reflect the importance of this memorial.
Skenes Creek	
There is the opportunity to improve pedestrian and cycle access throughout Skenes Creek including access to key destinations and community facilities.	A continuous foreshore trail (shared path) is proposed along the edge of the foreshore, adjacent to the main car park. This will connect to Apollo bay and Marengo. Refer Section 3.4. This trail will be supported by wayfinding signage.
Access along the foreshore is discontinuous and unclear. There is the opportunity to provide a continuous foreshore trail that connects all three towns, complemented by improvements to wayfinding and signage.	In addition, a pedestrian refuge will make it easier to cross the Great Ocean Road and other new footpath connections will provide access to between the foreshore and residential areas.
Marengo	
There is the opportunity to improve pedestrian and cycle access throughout Marengo including access to key destinations and community facilities.	A continuous foreshore trail (shared path) is proposed along the edge of the foreshore and around the headlands. This will connect to Apollo bay and Skenes Creek. Refer Section 3.5. This trail will be supported by wayfinding signage.
Access along the foreshore is discontinuous and unclear. There is the opportunity to provide a continuous foreshore trail that connects all three towns, complemented by improvements to wayfinding and signage.	

2.5 Supporting and Background Documents

The following documents provide background for this District Plan:

Document	Key Findings / Recommendations	How has this been considered in the District Plan?
Victorian Marine and Coastal Act 2018 Victorian Marine and Coastal Policy 2020 Siting and Design Guidelines for Structures on the Victorian Coast 2020	Proposals in the District Plan affect some areas of coastal Crown land which will require consent of the Minister for Energy, Environment and Climate Change, or a delegate, through application to the Department of Environment, Land, Water and Planning (DELWP).	Where coastal Crown land may be affected the implementation of actions identified in the District Plan will be further interrogated against the Act, and any additional legislative or policy pieces that come to fruition over the life of this plan, to ensure any further detailed planning continues to meet best practice coastal planning principles.
Apollo Bay Trails Feasibility, 2012 The study investigates the feasibility of a number of loop walks and “one day walks” radiating from, and linking to Apollo Bay. It reviews and undertakes detailed planning for walks determined feasible.	The study recommends priority for the trail construction sequence as below: 9. The Wild Dog Trail and The Highview Trail 10. The Wild Dog Falls Trail 11. The Wild Dog Loop Trail 12. The Wild Dog – Mariners Link Trail 13. The Barham River Shared Path	While undertaken some time ago, this study provides a basis for future path linkages proposed in and around Apollo Bay. These trails were explored as part of the CIP and tested with stakeholders and the community. A number of trails were not considered feasible for a range of reasons. These trails included: <ul style="list-style-type: none">• Barham River Shared Trail - This was not considered feasible due to private land ownership along the river (and the cost of acquisition).• Mariners Falls Link Trail - Parks Victoria are unlikely to support the reopening of Mariners Fall due to safety concerns. There are erosion issues along this trail.• Apollo Bay to Marengo Loop - This was not considered feasible due to private land ownership along the river (and the cost of acquisition), significant costs associated with a proposed pedestrian bridge and the need to traverse the Airfield. All other trails have been integrated into the broader recreational trail network outlined in the CIP. Refer Section 3.2.

Document	Key Findings / Recommendations	How has this been considered in the District Plan?
Colac Otway Shire Active Transport Strategy 2013-23 The Colac Otway Shire Active Transport Strategy 2013-2023 aims to create a physically and socially supportive environment for walking and cycling across the Colac Otway Shire. Three overarching goals underpin the strategy; Healthy People; Healthy Communities and Healthy Economy.	Apollo Bay	
	Upgrade the walking network based on the Apollo Bay Footpath Strategy 2012.	These upgrades were further explored in the CIP and through stakeholder and community input. Suitable upgrades have been integrated into the concepts outlined in the CIP. Refer Section 3.2 and 3.3.
	Enhance pedestrian access and priority at key intersections and on side streets crossings.	The CIP aims to improve pedestrian access in the commercial centre of Apollo Bay by providing a connected path network that includes raised pedestrian crossings at key intersections, mid block crossings and mid-block pedestrian laneways, as well as wayfinding signage at key nodes.
	Mid-block links proposed along the Great Ocean Road.	Mid-block links are proposed along the Great Ocean Road and will improve connections between the shops and the foreshore. All mid-block crossings will need to conform with relevant AustRoads and DoT standards.
	Provide east-west and north south cycling connections with key destinations on low trafficked routes.	The CIP aims to create an integrated cycling network, which includes the provision bicycle facilities at key destinations. Refer Section 3.3.2.
	Enhance existing bicycle facilities on the Great Ocean Road.	The CIP will allow for clear and connected cycle routes to be provided along the Great Ocean Road that meet contemporary design standards.
	Intersections to be upgraded to allow for safe provision for cyclists.	Intersections will be upgraded throughout Apollo Bay to support the redirecting of traffic and bus and coach parking along Pascoe Street (as recommended by the Colac Otway Shire Tourism Parking and Traffic Strategy, 2019) and to improve pedestrian and cycle access throughout.
	Provision of enhanced bicycle parking and wayfinding.	The Streetscape Plans identify key locations for wayfinding signage and bicycle parking.
	Skenes Creek	
	Upgrade and repair of the Coastal Path from Apollo Bay to Wild Dog Road and on to Skenes Creek.	This trail is being delivered by the Council and funded jointly by the State and Federal Governments under the City Deal. This connection has been incorporated into the Township Connections Plan for Skenes Creek, as well as the Recreational Trails network. Refer Section 3.2 and 3.4.
	Reduction of the speed limit on the Great Ocean Road.	This will need to be considered by DoT separately.
	Marengo	
	Shared path upgrade to Marengo.	A continuous pedestrian path will be provided along the foreshore, around the Marengo Holiday Park and headlands. This will form the path of the Great Ocean Walk.
	Reduction of the speed limit on the Great Ocean Road.	This will need to be considered by DoT separately.

Document	Key Findings / Recommendations	How has this been considered in the District Plan?
Service Report A study focusing on existing services and related infrastructure attributed to sewage and drainage prepared by LG Eng for the CIP.	Localised flooding within the Apollo Bay township is problematic and due in part to undersized drains that do not have the capacity to convey design storm flows being generated.	Upgrades at Thompson Street have already been undertaken by Council to mitigate drainage problems in this location. Other improvements will be considered as part of Councils capitals works program.
Coastal Study A study of coastal processes undertaken by Water Technology to inform the CIP. <i>PLEASE NOTE: The CIP has considered the best available data to ensure the planning process has been responsive to climate change pressures. However, given the lifespan of the plan, prior to the implementation of individual actions the Authority will investigate through the Marine and Coastal Consent process their continued appropriateness.</i>	Apollo Bay	
	The Great Ocean Road and sections of the adjacent footpath are at risk of coastal erosion and sea level change.	Erosion issues and potential mitigation works should be referred to the Department of Environment, Land, Water and Planning.
	Inundation due to storm tides at Apollo Bay is expected to be minimal, as dunes provide enough protection in their current form.	The coastal dunes will be retained, expanded and revegetated to ensure they continue to provide protection to the foreshore.
	Skenes Creek	
	The car park area is exposed to erosion risk and inundation risk from a combination of storm tide and wave runup.	Erosion issues and potential mitigation works should be referred to the Department of Environment, Land, Water and Planning.
	The dune in front of the caravan park is stable at present, showing establishment of new vegetation.	
	The access paths and steps to the beach from the large car park area are subject to erosion and variability due to the Skenes Creek channel.	Improvements to beach access will require a study into options with further consideration of the long-term coastal processes of the area. This is to be undertaken as part of a separate project.
	Marengo	
	The shoreline is protected by a revetment that is presently in good condition.	Erosion issues and potential mitigation works should be referred to the Department of Environment, Land, Water and Planning.



Figure 5. Apollo Bay Inundation and Risk to Assets. Source: Apollo Bay, Skenes Creek & Marengo CIP - Issues and Opportunities Paper: Coastal study prepared by WaterTechnology.

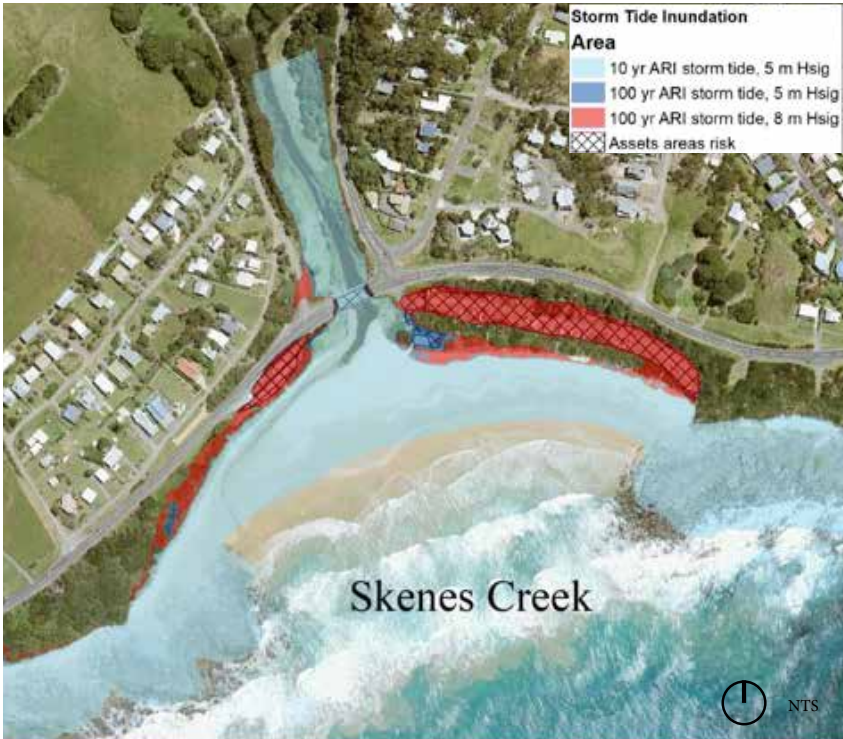


Figure 6. Skenes Creek Inundation and Risk to Assets. Source: Apollo Bay, Skenes Creek & Marengo CIP - Issues and Opportunities Paper: Coastal study prepared by WaterTechnology.



Figure 7. Marengo Inundation and Risk to Assets. Source: Apollo Bay, Skenes Creek & Marengo CIP - Issues and Opportunities Paper: Coastal study prepared by WaterTechnology.

Document	Key Findings / Recommendations	How has this been considered in the District Plan?
Draft Colac Otway Shire Public Toilet Strategy COSC recently prepared a public toilet strategy to guide decision making regarding the provision, management and maintenance of Council owned public toilet facilities in Colac Otway Shire. The Strategy included a map showing that most of the public toilets in Apollo Bay are located on the foreshore with facilities also in Pascoe Street and at the Recreation Reserve.	Apollo Bay has a good distribution of public toilet facilities in terms of key destinations (i.e. the foreshore, commercial precinct and Harbour).	Public toilets will generally be maintained in their current location, with additional toilets proposed as part of the redevelopment of the Surf Life Saving Club. There will be a need to undertake a demand analysis to determine the appropriate size of facilities in various locations. This will be undertaken through separate projects.
	Retain public toilet facilities in close proximity to the proposed coach drop off point recommended by the CIP.	Public toilet facilities at the Visitor Information Centre will be retained to support the proposed coach drop off point along the Great Ocean Road. A demand analysis will be required (as part of a separate project) to determine the appropriate size of these facilities.
	Construction of permanent toilets in Pascoe Street to service the commercial centre.	Enhanced connections are proposed to support access to permanent toilets along Pascoe Street (in the general vicinity of the current temporary toilets). This includes footpath access and mid-block lane-way connections between Pascoe Street, the shops and foreshore reserve along the Great Ocean Road, as well as the provision of wayfinding signage.
	The need for demand analysis to determine the appropriate size of facilities in various locations.	This will be undertaken through a separate project.
Great Ocean Walk - Marengo Holiday Park, Feasibility Trail Concept Plan (draft), May 2012 Parks Victoria, in collaboration with the former Otway Coast Committee, prepared a trail concept plan to determine the feasibility of providing a continuous path alignment for the Great Ocean Walk along the Marengo Foreshore and the headlands, including through Marengo Holiday Park.	The trail feasibility concept plan outlines a functional trail alignment that aims to ensure trail users are effectively separated from the Holiday Park, while providing a safe nature-based trail experience that is achievable and cost effective to construct.	While there are no plans to progress this concept plan further, the alignment of the path is supported by the Authority and has been incorporated into the Township Connections Plan for Marengo (subject to a feasibility study and approvals).

2.6 Recent Projects and Studies

2.6.1 Apollo Bay Early Years Hub

COSC has been pro-actively responding to the need for improved early years infrastructure in Apollo Bay through the recent construction of an Early Years Hub which comprises:

- 3 and 4-year-old kindergarten; and
- Maternal and Child Health consulting rooms.

This new facility is located on the Apollo Bay P-12 College site.

2.5.1 Apollo Bay to Skenes Creek Coastal Discovery Trail

For a number of years the local community of Skenes Creek and Apollo Bay, as well as COSC have been seeking Federal and State Government support to extend a shared trail along the foreshore between the towns. The aim is to complete the coastal experience with a world-class, mostly elevated trail.

A study examining the feasibility of this project, in particular the connection between Wild Dog Creek and Skenes Creek was delivered by a community led steering committee funded by the Council, State Government and Chamber of Commerce.

The trail is now being delivered by the Council and funded jointly by the State and Federal Governments under the City Deal.

2.5.2 Pascoe Street Toilet

The commercial area in Apollo Bay is currently serviced by temporary facilities in Pascoe Street. These toilets were installed to primarily service visitors based on public health concerns presenting through the use of the area as a drop off point for tourist coaches. The COSC Public Toilet Strategy recommends that COSC consider constructing permanent public toilets in this general location and that management responsibilities be determined through an assessment based on community benefit.

2.6.2 Parklet Trial in Apollo Bay

With COVID-19 social distancing requirements limiting hospitality venue capacity, Council encouraged local hospitality businesses across Colac Otway Shire to expand their outdoor dining into private and public land.

Apollo Bay's relatively narrow footpaths however limited the potential trade activity zones available. This combined with the reduction in visitor numbers in Apollo Bay led to a decision by Council to investigate the use of Parklets in Apollo Bay. Expanding the township's outdoor dining footprint was seen as a priority.

Between November and December 2020, Council officers conducted five rounds of one-on-one business consultation with local traders in Apollo Bay (primarily along the Great Ocean Road) to determine if the installation of outdoor dining infrastructure in Apollo Bay would be supported.

After consultation with businesses, Council successfully sought a permit from DoT for the installation of two parklets in Collingwood Street (Great Ocean Road). A permit for the parklets has been granted until May 2023.



Image 2. Apollo Bay to Skenes Creek to Coastal Discovery Trail will connect to existing paths within Apollo Bay.

Image 1. Apollo Bay to Skenes Creek to Coastal Discovery Trail will connect to existing paths within Apollo Bay.

3 DISTRICT PLAN

3.1 Destinations Plan

This section identifies the preferred primary linkages between towns and between activity nodes and destinations (recreational trails, walking and cycling connections). It first identifies opportunities to improve trails between the towns and then within each of the three towns.

NOTE: All images are indicative only.

The Destination Plan considers the broader relationship between visitor experience, the landscape setting and access and circulation.

3.1.1 Visitor Experience

Tourism is an important economic generator within the three towns and the surrounding region. The unique location of the three towns along the Great Ocean Road, as part of Shipwreck Coast, and their proximity to natural environmental features, attracts visitors to or through the towns all year round.

Strategically, Apollo Bay is located at the halfway point, along the Great Ocean Road, between Geelong and Twelve Apostles. As such, Apollo Bay is a popular stopping point for visitors for lunch and to use the restrooms. Investment in the Harbour, foreshore and along the Great Ocean Road, are likely to increase the area's popularity and result in further visitation.

Key destinations for visitors within the three town are generally focused along the Great Ocean Road and the Apollo Bay foreshore between Thomson and Nelson Street. As such, all visitors are generally concentrated in one area and experience a limited taste of what the area has to offer.

The District Plan proposes to broaden the visitor experience and offering. It proposes to recognise and reinforce a network of key destinations for visitors throughout the three towns to offer diverse choices and journeys and to draw people along the coast. Dispersing attractions across a wider range of settings will provide a richer visitor experience. The District Plan identifies a number of key destinations across the three towns including:

- Skenes Creek Beachfront Park;
- Skenes Creek Foreshore;
- Apollo Bay Foreshore;
- Apollo Bay Town Centre;
- Apollo Bay Harbour;
- Point Bunbury;
- Apollo Bay Camping Ground;
- Marengo Foreshore;
- Marengo Reefs Marine Sanctuary; and
- Marengo Holiday Park.

These key destinations provide a range of services and amenities for visitors including, but not limited to; public toilets, seating, parking, wayfinding and interpretation. They will also be linked via a network of trails and connections which encourage people to explore different destinations across the three towns.

3.1.2 Open Space

The CIA prepared to inform the CIP identified that there are a limited number of Council owned passive open spaces within Apollo Bay, Skenes Creek and Marengo. The largest passive open space across all three towns are the foreshore reserves which are managed by the Authority.

While there are a range of improvements that could be made to the existing (and future) passive open space areas across all three towns to improve provision, quality and connection of these spaces, the CIA also identified a number of challenges. These included:

- The ability for new passive open space or improvement of existing spaces is limited.
- Developer contributions are minimal in the context of this rural setting and Council often relies on government grants to improve spaces.
- Costs associated with upgrades to open space, pathways, links must be considered, and funding arrangements explored.
- Geographic constraints of Apollo Bay, Skenes Creek and Marengo, such as topography, create some barriers to achieving accessibility of all spaces and pathways.

The CIA recommended the preparation of an open space network plan which provides short, medium and long term linkages throughout the three towns, in order to address some of these challenges. The CIP proposes links between open space areas to maximise the benefits of existing open spaces.

3.1.3 Access and Connections

While destinations are important, so too is the journey. The way in which people move between spaces and destinations and the quality and legibility of these connections can provide a range of positive outdoor experiences for both visitors and residents alike.

The District Plan proposes to establish clear physical, visual and landscape links between key destinations. These include water based, foreshore and inland recreational trails that create a broader network of movement between and within the three towns. They provide a way of seeing the best qualities of the three towns but also provide access to key services and facilities.

Where possible the design of these connections should be continuous, meet access design standards (particularly walking and cycling tracks which should be designed where possible for 'all ages and abilities') and facilitate intuitive way-finding that requires only minimal way-finding signage. Refer Section 3.2 - 3.5.

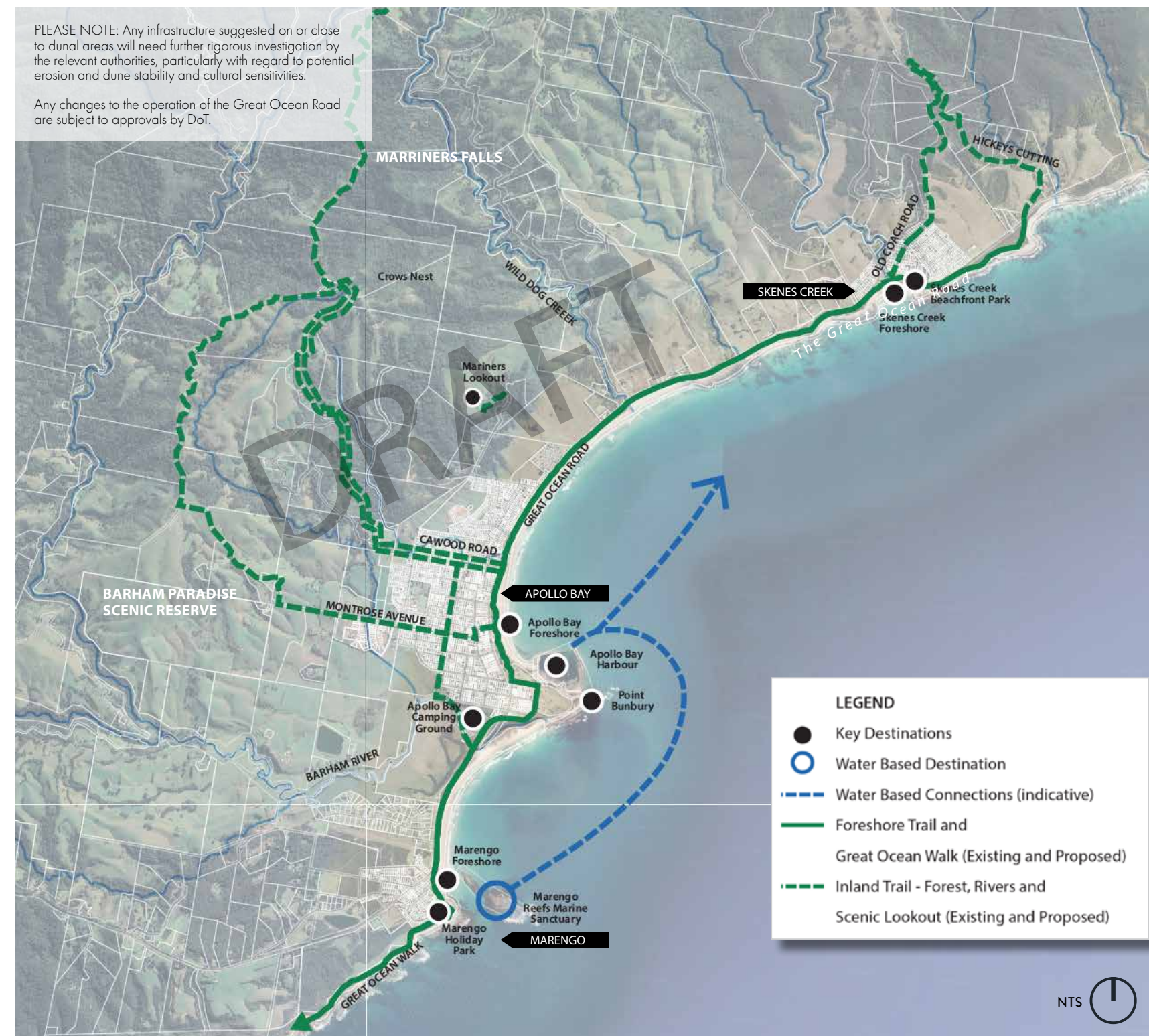


Figure 8. Destination Plan - The Three Towns

3.1.4 Landscape Setting

The three towns and their visual identity and character draw significantly on the surrounding landscape, in particular the visual and physical relationship between the coast, the towns and the foothills.

While the foothills provide a scenic backdrop for the three towns, each town has a slightly different relationship to the coast. Marengo and Skenes Creek are visually connected to the water and as such are afforded with spectacular sea views.

Views to the water from the Apollo Bay township and the foreshore reserve are limited by the dunes and vegetation located along the coast. Discrete views can be obtained from Thomson Street, Hardy Street and Moore Street or from elevated areas such as Point Bunbury and Marriners Lookout. Additionally the Barham River floodplain provides a landscape and visual break between Apollo Bay and Marengo and is defined by agricultural and pastoral landscapes.

The District Plan proposes to reinforce each town's distinctive characteristics and their relationship with the landscape. The diverse range of destinations and journeys proposed in the Strategic Framework Plan work as part of a system that encourages people to walk and experience the surrounding and varied landscapes that both visually and physically define the three towns.

At a more detailed level, planting will be used as a visual frame to define the towns, reinforce their coastal character and connect environmental systems.

3.2 Recreational Trails

Recreational trails provide a way for people to explore and appreciate the surrounding landscape, they connect communities, attract visitors and allow for active outdoor activities such as walking and cycling, which in turn, helps to improve the health and well being of people.

The District Plan encourages the delivery of a number of recreational trails which have been identified across several previous studies and through community input. These recreational trails will provide for a diversity of experiences, for both residents and visitors, as well as strengthen the current visitor offer in Apollo Bay, Skenes Creek and Marengo.

All trails would be subject to feasibility studies, risk assessments, funding and established management agreements before they can be formalised.

These recreational trails are outlined opposite.

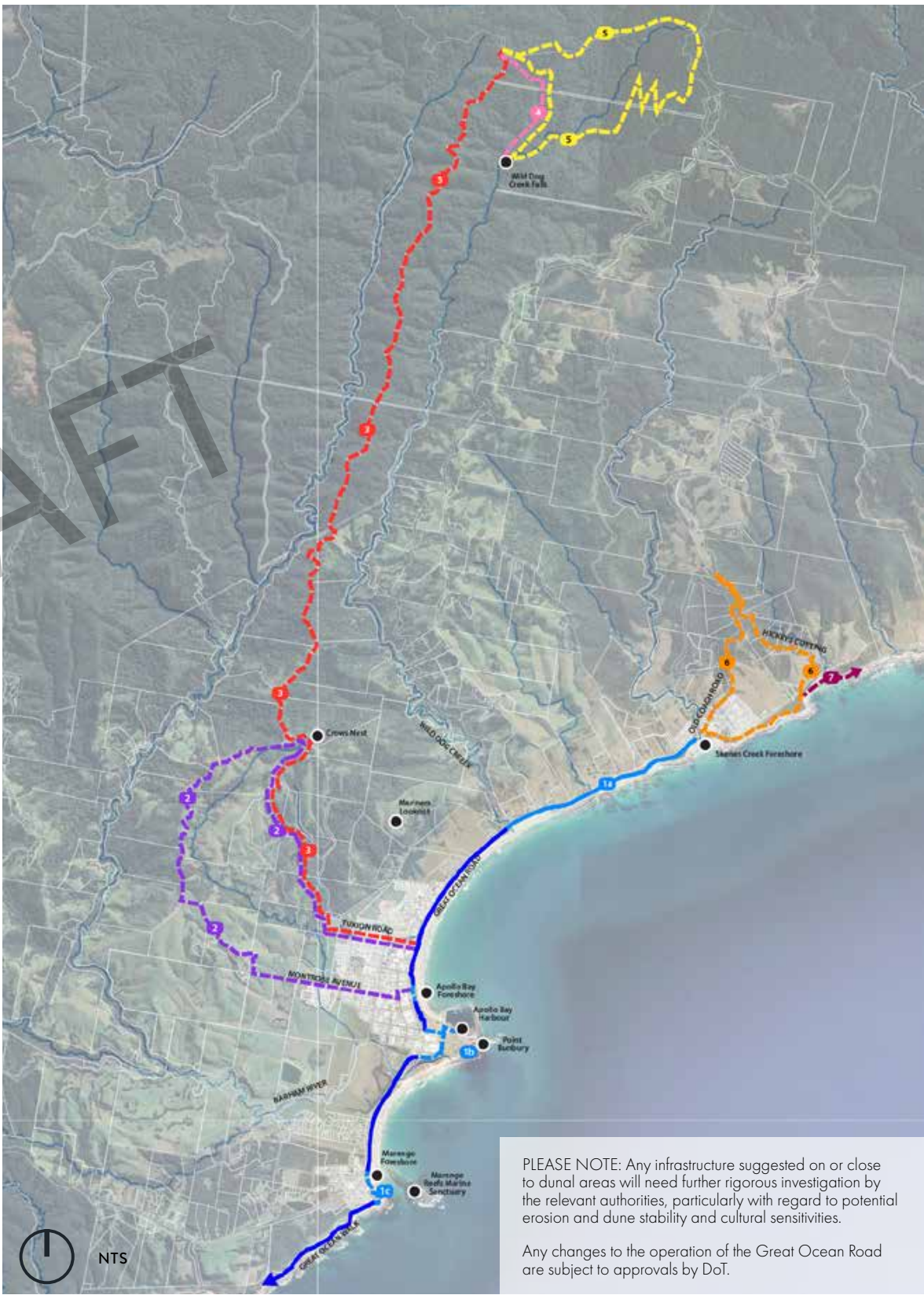
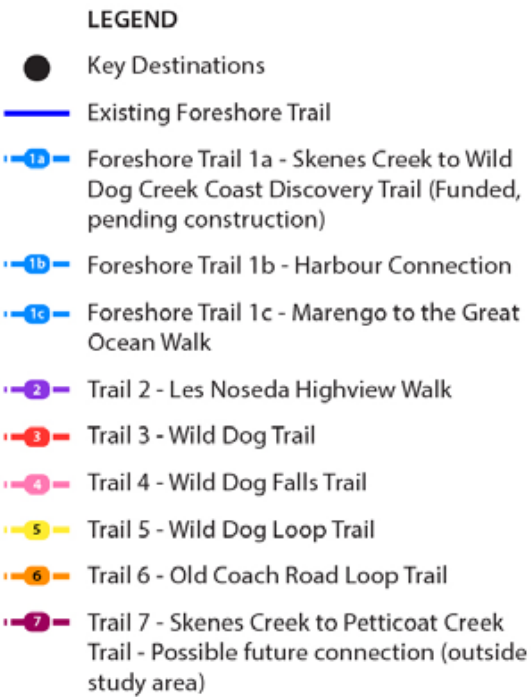


Figure 9. Recreational Trails

3.2.1 The Recreational Trails

The proposed Recreational Trails outlined in Figure 9 include:

Trail 1 - Foreshore Trail

The Foreshore Trail will provide for a continuous foreshore experience connecting Skenes Creek with the Great Ocean Walk at Marengo along a 10km long trail. This includes:

- **Section 1a** - Skenes Creek to Wild Dog Creek Coast Discovery Trail. The study informing the proposal was delivered by a community led steering committee funded by the Council, State Government and Chamber of Commerce. It is now being delivered by the Council and funded jointly by the State and Federal Governments under the City Deal.
- **Section 1b** - A shared path, along the foreshore and Nelson Street, connecting the Harbour into the Apollo Bay Town Centre.
- **Section 1c** - Marengo to the Great Ocean Walk will provide for a scenic experience with views across the Marine Reefs Sanctuary. Small boardwalk sections maybe required at existing steep gully pinch points (Refer Section 3.5.1).

Any infrastructure suggested on or close to dunal areas will need further rigorous investigation by the relevant authorities, particularly with regard to potential erosion and dune stability and cultural sensitivities.

Trail 2 - Les Nosedas Highview Walk

Trail 2 is an 11.8km loop trail with access provided along utilising an unused Government Road along a ridge line providing for spectacular views across Apollo Bay and the Barham River Valley.

Trail 3 - Wild Dog Trail

Trail 3 is an 16.5km trail already used by bushwalkers providing a range of landscape experiences and views of forested ridges and river valleys behind Apollo Bay.

Trail 4 - Wild Dog Falls Trail

A 3.5 km trail traversing through wet forest and along Wild Dog River and terminating at the Wild Dog Falls.

Trail 5 - Wild Dog Loop Trail

A 10.1 km loop trail starting at Skenes Creek-Forest Road through wet forest including the Wild Dog Falls.

Trail 6 - Old Coach Road Loop Trail

A 6.0km loop trail provides for a range of forest and coastal viewing experiences and spectacular views across to Apollo Bay and the Harbour.

These trails would create significant recreational opportunities for both visitors and residents alike. Additionally, the State Government is undertaking a study to assess the value, benefits and options for a coastal trails between Fairhaven and Skenes Creek. This study is in its preliminary stages and is likely to require further environmental and technical investigations. This could eventually provide a network of coastal walks from Torquay to Apollo Bay and is encouraged by the District Plan.

3.2.2 Key Challenges for Trail Delivery

There are a number of challenges that may impact the delivery of trails outlined. These include, but are not limited to:

- Topography and slope;
- Land ownership;
- Environmental considerations i.e. existing vegetation, flooding, coastal erosion etc;
- Safety of proposed routes;
- Management and maintenance of paths; and
- Funding.

Further detailed investigations will be required to determine suitable trail locations and alignments. All trails would be subject to feasibility studies, risk assessments, funding and established management agreements before they can be formalised.



Image 4. Apollo Bay Coastal Trail



Image 3. Foreshore Trail

3.3 Apollo Bay

This section provides overviews of the key strategies for movement within Apollo Bay, including an overall Apollo Bay Movement Plan and Township Connection plans for pedestrians, cyclists and coaches.

3.3.1 Apollo Bay Movement Plan

The Apollo Bay Movement Plan outlines the high level approach for movement, including facilitating Pascoe Street as the primary traffic route for vehicles through Apollo Bay in the future. It identifies key destinations and connections, for both residents and visitors. It provides a broad framework for movement across the town and underpins the detailed pedestrian, cycle and coach connections outlined in Section 3.3.2.

Key elements identified on the Apollo Bay Movement Plan include:

- Sense of arrival into the town along the Great Ocean Road is defined by the crossing of Wild Dog Creek and the crossing of Barham River. These significant landscape features, as well as the emergence of residential homes and town centre uses visually signify entry into town.
- Sense of arrival into the town centre from the north (at Thomson Street) is defined by the emergence of commercial and retail uses, as well as formal tree planting. Arrival from the south (at Nelson Street) is defined by views to the Foreshore Reserve and the ANZAC Memorial.
- Key cross-town connections include Nelson Street, Costin Street, McLachlan Street and Cawood Street. These provide key perimeter links throughout the town and to the Community and Education Hub.

- Town centre connections are provided along Thomson, Nelson and Pascoe Street and the Great Ocean Road. These are the primary streets for moving in and around the town centre.
- Whelan and Pengilley Street provide the primary connection between the town centre and the Community and Education Hub located between McLachlan and Costin Street.

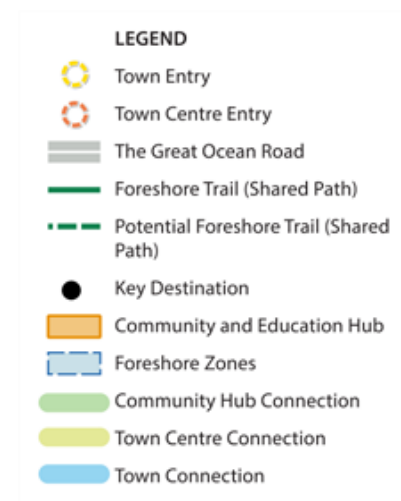


Figure 10. Apollo Bay Movement Plan

3.3.2 Township Connections

The proposed Township Connections aim to improve the pedestrian environment in the commercial centre of Apollo Bay, increase footpath widths and opportunities for businesses to utilise some of this space to increase pedestrian dwell time (e.g. through outdoor dining) and create better integration between the commercial centre and the foreshore.

While pedestrian paths are provided near retail uses and along the foreshore reserve, paths away from these areas are discontinuous and narrow.

Proposed Pedestrian Connections

Key outcomes for pedestrian access outlined in Figure 11 include:

- A continuous foreshore trail (shared path) that comfortably facilitates access by pedestrians, cyclists, large groups, all abilities, skating, scooting, motorized mobility aids etc during peak periods, is proposed along the edge of the foreshore reserve with access to adjacent car parking.
- A connected shared path network within the foreshore reserve, providing for a range of recreational users and forming the route for the Great Ocean Walk in this location.
- Raised pedestrian crossings provided at key intersections and at key mid-block links, prioritising pedestrian access within the town centre and making it easier to move between the foreshore and shops.
- A clear pedestrian link to the Community and Education Hub with pedestrian priority at key intersections, canopy street tree planting and signage.

- A new pedestrian connection to the Apollo Bay Recreation Reserve (subject to detailed design to ensure Disability Discrimination Act (DDA) compliance can be provided to the south of Gambier Street).
- Enhanced mid-block pedestrian laneways between the Great Ocean Road and Pascoe Street.
- Potential for a new mid-block pedestrian laneway between Thomson Street and Hardy Street (subject to further investigations).
- A range of new footpaths to enhance local connections.
- A hierarchy of streetcapes with themed landscaping to enhance wayfinding across the town centre.
- Connections to the existing and proposed regional trail network.

The outcomes have informed the Streetscape Plans outlined in Section 4.3 and 4.4.

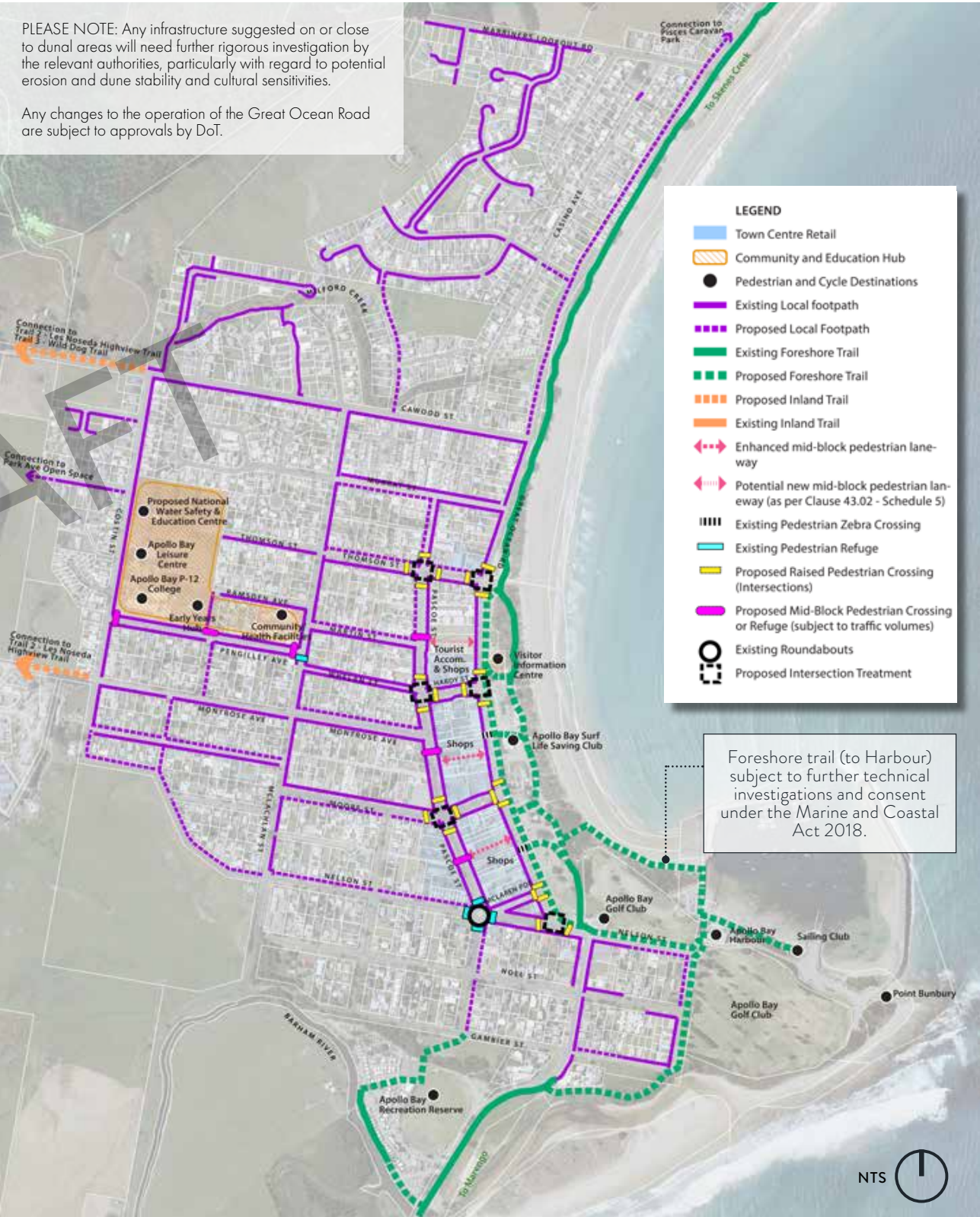


Figure 11. Proposed Pedestrian Connections

COMMUNITY INFRASTRUCTURE PLAN

Proposed Cycling Connections

The Proposed Cycling Connections aim to create an integrated and connected network of cycling connections throughout Apollo Bay.

Key outcomes for cycling access outlined on the plan opposite include:

- A network of off road shared paths within the foreshore reserve and to Apollo Bay Harbour that provide for pedestrian access and slow speed (family) cycling.
- Sharrows to facilitate shared on road cyclist and vehicle access within the town centre and support a low stress, slow speed cycling environment (assumes speeds will be reduced to 30 - 40km/h within the town centre). Widened footpaths will be provided for shared pedestrian and cycle use during non peak times. Sharrow treatments are proposed along:
 - The Great Ocean Road (between Hardy Street and Nelson Street);
 - Pascoe Street;
 - Hardy Street; and
 - Moore Street (between the Great Ocean Road Pascoe Street).
- New and extended on road cycle paths along key streets within the broader township, including to the Community and Education Hub. On road cycle paths are proposed along:
 - Thomson Street;
 - Nelson Street;
 - Costin Street; and
 - McLachlan Street.

Opportunities to encourage cycling includes the provision of cycle infrastructure. This includes bike hoops and end of trip facilities (i.e. bike storage, showers, change rooms and storage lockers) at key entry points into the town centre or in close proximity to car parking areas, shopping centres or toilets. This should be complemented with suitable wayfinding signage to identify key cycle routes within the town centre and to key destinations and amenities.



Figure 12. Proposed Cycle Connections

APOLLO BAY - SKENES CREEK - MARENGO

Indicative locations for bicycle infrastructure and wayfinding are identified in Section 4 - Apollo Bay Streetscape Plans, while guidance for the placement of cycle infrastructure is outlined in Section 5 - Streetscape Design Guidelines.

What are Sharrows?

“Sharrows” or Share Lane Markings are pavement markings used to indicate a shared environment for bicycles and motor vehicles. The ‘sharrows’ highlight cycling routes and recommend the lateral positioning of bike rider, while alerting all road users to the presence of bicycles on the road. The ‘sharrows’ are not a dedicated cycling facility, but a pavement marking which supports a complete bike network.

Australian Standard AS 1742.9:2000, Manual of uniform traffic control devices Part 9: Bicycle facilities, VicRoads, October 2015



COMMUNITY INFRASTRUCTURE PLAN

APOLLO BAY - SKENES CREEK - MARENGO

Proposed Coach Connections

The proposed coach connections plan aims to ensure coach access through Apollo Bay is logical and minimises the impacts of coach parking within the foreshore reserve including pedestrian safety, congestion and visual intrusion.

The preferred coach routes outlined on Figure 13 include:

Coaches entering Apollo Bay from north (travelling from Melbourne)

The intention will be for coaches to drop passengers off at a new designated point in front of the Visitor Information Centre. Wayfinding signage will direct passengers to the Visitor Information Centre, toilets, shopping and foreshore. Time-limited coach parking bays will prevent long term parking in this location.

Empty coaches will be directed to long term parking along Pascoe and Thomson Street (and away from foreshore) while passengers explore. Toilets will be sign posted for drivers.

Coaches then loop back to pick up passengers at an agreed time.

Coaches will then continue travelling south via the Great Ocean Road or Pascoe Street.

Coaches entering Apollo Bay from north (travelling to Melbourne)

While many coaches travel via an inland route when returning to Melbourne, for those that do return to Melbourne via Apollo Bay, the intention will be that they enter from Pascoe Street and use the same route, drop off and long term parking bays.

One-way and two-way options

The coach route will function the same in both the one-way and two-way movement options for the Great Ocean Road.

To support the redirecting of coaches in Apollo Bay the following will be provided:

- A designated passenger drop off / pick up point adjacent the Visitor Information Centre in the foreshore. This will be supported with an appropriate sized shelter with seating, that would allow tour groups to gather and wait for the coach to return and pick up passengers.
- Additional longer term coach parking provided along Pascoe Street and potentially Thomson Street (subject to further discussion).
- Additional roundabouts along the Great Ocean Road and Pascoe Street to assist with circulation.
- Wayfinding signage to direct passengers and bus drivers.

A demand analysis will be required to review the capacity of public toilets at the Visitor Information Centre to ensure these are sufficient to support visitor needs.

Long vehicles (i.e. caravans, campervans, vehicles with trailers) will be accommodated in two dedicated parking bays along the Great Ocean Road, adjacent the Visitor Information Centre, as well as longer spaces provided along Trafalgar Street. Coach parking spaces along Pascoe Street and Thomson Street may also allow for longer vehicle parking outside of peak times i.e. (11am – 2pm). Signage will be provided to direct longer vehicles to these locations.

Parking for mini buses will continue to be facilitated in angled parking spaces along the Great Ocean Road and Pascoe Street (between Nelson and Moore Street).

The District Plan does not propose any changes to public transport bus stops. V/Line Coach and local buses will continue to use the existing bus stop located in front of the Visitor Information Centre.

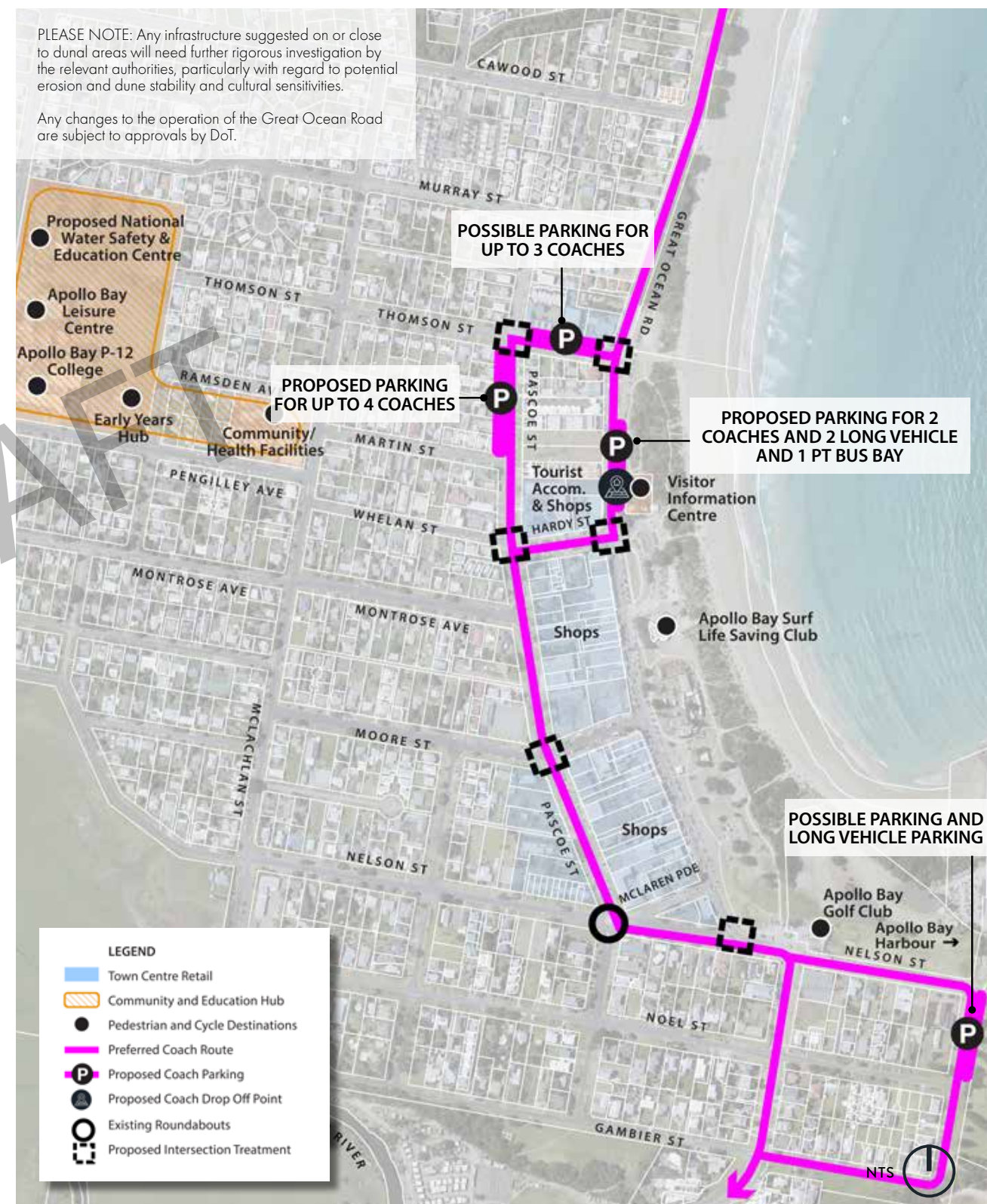


Figure 13. Proposed Coach and OD Connections

3.4 Skenes Creek

This section provides an overview of Township Connection improvements for Skenes Creek.

3.4.1 Township Connections

Key outcomes outlined on the Town Connections Plan for Skenes Creek include:

- Additional proposed pedestrian refuges along the Great Ocean Road to make it easier to access the foreshore and bus stops.
- A new pedestrian path across the Great Ocean Road bridge, providing a direct connection between the main car park and bus stops and the public toilets and foreshore access.
- A new continuous pedestrian path along the edge of the foreshore, adjacent to the main car park.
- A new footpath on the north side of Great Ocean Road, between Muller Road and Hickeys Cutting (north east of Skenes Creek), providing a safe, local connection to residences.
- A proposed continuous foreshore path as part of the Skenes Creek to Wild Dog Creek Coast Discovery Trail which was developed by a community led steering Committee. This is already a committed and funded project and is outside the scope of the CIP.
- Pedestrian connection to Ozone Street, with the potential for a future trail to Old Coach Road (Trail 6) and up to Hickeys Cutting.
- A potential pedestrian path between Karlson Street and Motts Lane (subject to further investigation).

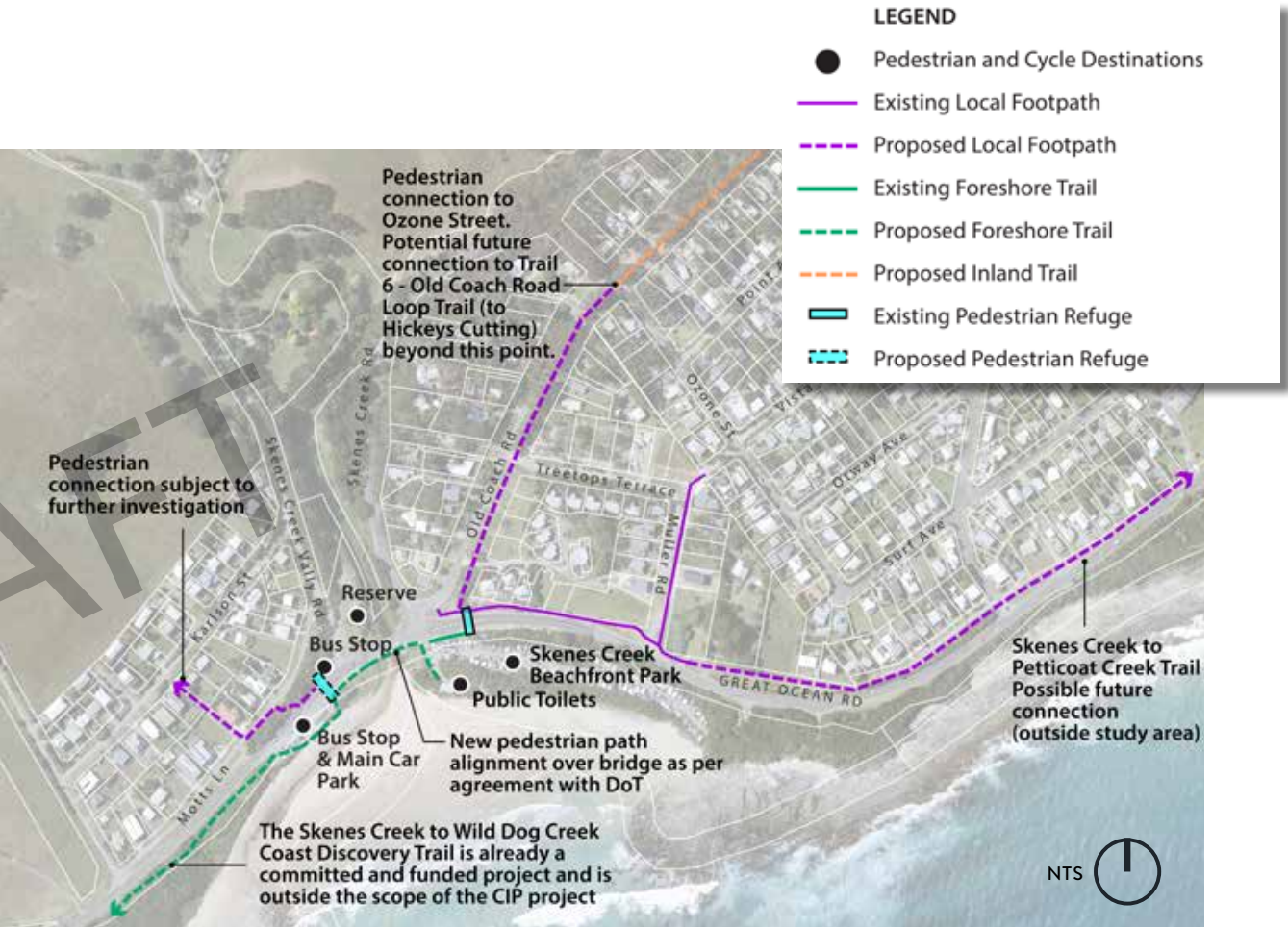


Figure 14. Township Connections - Skenes Creek



Image 5. Pedestrian refuges make it easier and safer to cross the street by reducing both vehicular traffic speeds and pedestrian crossing distances.

PLEASE NOTE: Any infrastructure suggested on or close to dunal areas will need further rigorous investigation by the relevant authorities, particularly with regard to potential erosion and dune stability and cultural sensitivities.

3.5 Marengo

This section provides an overview of Township Connection improvements for Marengo.

3.5.1 Township Connections

Key pedestrian and cycle movements within Marengo are generally provided for along the Great Ocean Walk Foreshore Trail. Currently the route of the Great Ocean Walk is unclear, particularly as it meanders through the Marengo Holiday Park.

The District Plan aims to improve connections along the Great Ocean Walk, through Marengo and to Apollo Bay by providing a continuous foreshore trail along the Marengo Foreshore Reserve and around the headlands. The alignment of this trail reflects the alignment outlined in the Great Ocean Walk - Marengo Holiday Park Trail Feasibility Concept Plan (Refer Section 2.5).

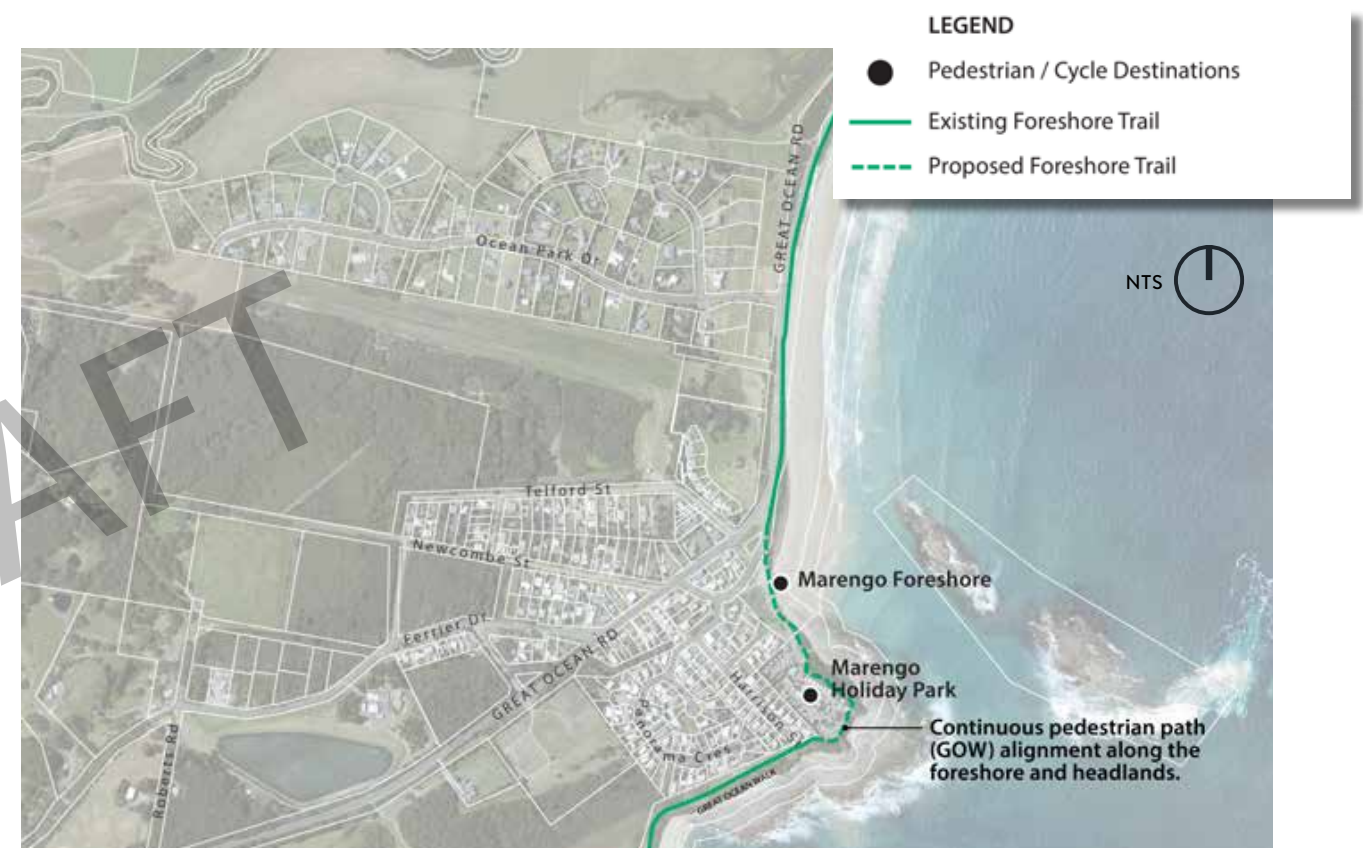


Figure 15. Township Connections - Marengo



Image 6. The Great Ocean Walk - Marengo Holiday Park Trail Feasibility Concept Plan provides for an at grade path typically.



Image 7. Short sections of boardwalks may be required to traverse gullies and steep sections along the Marengo headlands.

PLEASE NOTE: Any infrastructure suggested on or close to dunal areas will need further rigorous investigation by the relevant authorities, particularly with regard to potential erosion and dune stability and cultural sensitivities.

4 APOLLO BAY STREETSCAPE PLANS

4.1 Overview

The Apollo Bay Streetscape Plans focus on improvements to the following streets with the commercial centre:

- Great Ocean Road (Great Ocean Road);
- Pascoe Street;
- Thomson Street;
- Hardy Street;
- Moore Street;
- McLaren Parade; and
- Nelson Street.

This section provides an overview of proposed improvements for these streetscapes.

NOTE: All images are indicative only.

4.2 Design Objectives

The following streetscape plans are based on a series of key design objectives. These include, but are not limited to:

Improving space for pedestrian use and outdoor dining along shopfronts.

The Streetscape Plans create safer, wider and a more clearly defined pedestrian environment. It sits alongside a wider designated multi-purpose space for trading, dining, above ground services (bins) and public seating.

These spaces must be adaptable to different modes of use and to commercial changes over time. Planting and materials will be used to define these spaces and will become part of the visual identity of the town centre.

Improving pedestrian connections between the shops and foreshore.

Improved pedestrian connections will be facilitated by the creation of additional pedestrian crossings provided across the Great Ocean Road at key intersections and mid-block locations. These will provide safer and more frequent opportunities for pedestrians to cross the street.

Roadway space will be reallocated to allow for the expansion of pedestrian areas and will reduce the distances for people to cross. Nelson and Pascoe Street will be the preferred through route for traffic around town, reducing traffic along the Great Ocean Road within the commercial centre.

Improving the amenity and presentation of the town centre and ensuring a consistent design and branding approach.

Planting and materials will be used as a unifying and character establishing element across the town centre and the foreshore reserve.

Planting will be a key feature providing seasonal variation and enhanced biodiversity within the streetscapes, providing shade, shelter, and comfort for pedestrians, creating a more human scale for the streets, and reinforcing the unique qualities and coastal characteristics of Apollo Bay.

Materials used in the streetscape will have both a functional and aesthetic role and work for all street users. A simple, attractive and contemporary palette of materials is proposed that is robust, easy to maintain and reflects the qualities of the coastal location of Apollo Bay. The design will suit a contemporary retail and civic environment but be based on a 'timeless' design framework that does not quickly date.

COMMUNITY INFRASTRUCTURE PLAN

Improving wayfinding and legibility throughout the town centre.

Wayfinding and legibility will be improved throughout the town centre via several treatments. These include improved and consistent wayfinding and signage at key nodes, improved pedestrian, cyclist and vehicle connections, as well as the use of public art, materials and planting and other landscape treatments to create recognisable and unique spaces that help people intuitively move throughout the town centre and to key destinations.

Improving the safety of all users.

The streets will be redesigned to meet contemporary design, functionality, access, and safety standards. This includes improving pedestrian and cycling priority and connections, ensuring safety standards are met for all road users, and providing all abilities access within the town centre.

Pedestrian safety will be enhanced by the development of additional mid-block pedestrian crossings, additional and enhanced mid-block pedestrian laneways, kerb outstands and enhanced intersection treatments.

Clear and connected cycling routes will be established allowing for a range of abilities and users. This includes the creation of a slow speed environment within the town centre streetscapes and safety strips along roadways to improve safety from parked cars. Additional end of trip facilities (i.e. bike storage, showers, change rooms and storage lockers) will be provided at key destinations to further encourage cycling within Apollo Bay. The provision of facilities will depend on space availability and user needs (subject to further investigation by others).



4.3 Great Ocean Road Movement Options

The Movement and Place Plan (M&P) prepared for COSC to inform the CIP, identified several streetscape options to enhance pedestrian safety and movement along the Great Ocean Road.

The M&P identified one-way (north to south) as the preferred option. The one-way (north to south) option maintains north to south traffic movements along the Great Ocean Road and directs south-to-north traffic movements (i.e. lower traffic volumes) to Pascoe Street as the primary route. This option provided improvements for walking and cycling within the town centre, while maintaining traffic, coach and freight functionality and spreading the traffic across the network.

Retaining a two-way option with current roads widths was considered an inadequate response in the M&P, with pedestrian safety and movement unsatisfactorily compromised. However, in response to previous consultation feedback and mixed views on the one-way vs two-way options, it was considered that a two-way option should be further tested, alongside the one-way option. Therefore, the option to retain two-way traffic movement along the Great Ocean Road, while implementing traffic measures, including signage, lower speeds and pedestrian crossings, to direct traffic to Pascoe Street has been explored as part of the movement options in the CIP.

There is still a need to undertake a Traffic Impact Assessment on the one-way and two-way options in the future, particularly the one-way option. Understanding the shift in traffic patterns is critical in understanding any localised safety or capacity risks.

The one-way and two-way options are outlined further on the following pages.



Figure 17. Option 1 -One-Way Option



Figure 16. Option 2 -Two-Way Option



4.4 Overall Streetscape Plan

The following outlines an approach to improving key streets in the commercial heart of Apollo Bay for both the one-way and two-way Great Ocean Road movement options.

4.4.1 Overall Improvements

Overall improvements are identified for both the one-way and two-way Great Ocean Road movement options to address the key design objectives outlined in Section 4.2. These include:

- Additional space for pedestrians to safely walk along the Great Ocean Road.
- 45 degree parking is maintained along the foreshore side of the Great Ocean Road.
- Parallel parking is maintained but realigned along the retail side of the Great Ocean Road. These will include new disabled parking, loading spaces and limited short term and convenience parking spaces.
- Footpath resurfacing along all commercial precinct frontages and key linkages to delineate spaces and connections and provide consistency and improve wayfinding (using materials outlined on the streetscape plans and within the design guidelines).
- Intersections have been upgraded throughout to support the redirecting of traffic and bus and coach parking along Pascoe Street. This includes new roundabouts at the Great Ocean Road and Thomson Streets, Great Ocean Road and Hardy Streets, Pascoe and Thomson Streets, Pascoe and Hardy Streets and Pascoe and Moore Streets.
- A designated passenger coach drop off in front of the Visitor Information Centre, as well as long vehicle parking (5 spaces in total).
- Additional bus parking accommodated along Pascoe Street and potentially Thomson Street. Signage will be provided that discourages passenger drop off in these locations.
- Raised pedestrian crossings provided at key intersections and mid-block locations to enable safe access from the shops, the foreshore, community facilities and residential areas.
- A clear pedestrian link to the Community and Education Hub with pedestrian priority at intersections, canopy street tree planting and signage.
- On road cycle lanes have been maintained along Thomson, McLaren and Nelson Street, connecting to the surrounding on road cycle route around town.
- Sharrows will be provided along the Great Ocean Road, Pascoe, Hardy and Moore Streets to facilitate shared on road cyclist and vehicle access within the town centre and slow speed environment (assumes speeds will be reduced to 30 - 40km/h within the town centre).
- A hierarchy of streetcapes with themed landscaping to enhance wayfinding across the town centre.
- Kerb outstands and additional street tree and garden bed planting within all streets, improving the amenity and the appearance of the streetscape, reducing the impacts of urban heat island effect and softening the hardscape environment. Along retail streets, kerb outstands will also allow for expanded outdoor dining and trading areas.
- A range of new footpaths to enhance local connections, including a minimum of 2.5m wide footpaths on key streets.
- Seating areas located at key intersections and crossing points.
- Provision of a safety strip (painted) between traffic and parking lanes to improve the safety associated with vehicles entering or exiting parking spaces.

- Pergolas as a reoccurring feature across pedestrian areas along the Great Ocean Road. They will function as:
 - A built element that identifies pedestrian settings and provides a pedestrian scale to the street.
 - An art feature that changes across pedestrian locations.
 - An evergreen or deciduous planting feature which provides shelter, and summer and autumn colour to the pedestrian environment.
- Wayfinding to assist people moving throughout the town and between the shops and foreshore.
- Bicycle parking provided near public toilets, car parking and key commercial uses.
- A continuous shared path that allows for high volume two-way walking and cycle movement along the edge of the foreshore reserve and adjacent car parking and enhances access to and movement along the foreshore (600mm vehicle overhang allowance). Signs will direct cyclists to use this shared path for movement through the town centre and will discourage cycling along shopfronts during peak times.
- Lighting upgrades (low energy fittings with minimal light spill).

Detailed design of the preferred option (to be determined following community and stakeholder consultation) will be required in order to ensure the functional layout conforms with relevant AustRoad and DoT standards, to locate loading and disabled parking, as well as ensure proposed street tree planting and car parking can be accommodated with powerlines and services along the street.

4.4.2 Option 1 - Great Ocean Road - One-Way Improvements

Based on a one-way (north to south) road system, the one-way design creates substantially wider footpath space along shopfronts, providing a clearer framework for the use of pedestrian areas and easing footpath congestion at peak times.

Traffic will be encouraged to divert along Thomson or Hardy Street to Pascoe Street, when travelling north to south and one-way access is provided for the full extent of the Great Ocean Road in this direction. When travelling south to north, all traffic will be diverted via Nelson Street towards Pascoe Street.

Any changes to the operation of the Great Ocean Road are subject to approvals by DoT.

Specific improvements identified for the one-way option include:

- Remove one lane of traffic to provide permanent one-way vehicle access (north to south) along the Great Ocean Road between Hardy Street and Nelson Street.
- Expansion of the footpath along the western shopfront side of the Great Ocean Road to create a generous space for pedestrians, outdoor dining and streetscape amenity improvements.
- Clearly defined pedestrian and outdoor dining zones provided along the Great Ocean Road that allows for:
 - 3m clear walking space along shopfronts for pedestrians, catering for high volumes of foot traffic and allowing for all ages and abilities use.
 - 1m for services (poles, bins) and seating.
 - Up to 6.5m for outdoor dining, trading and multi-use area. This is reduced to 4.2m where parallel parking is provided.

Refer to cross section outlined in Section 4.5 and Outdoor Dining and Trading in Section 4.10.

These improvements are outlined on Figures 18 - 21.

COMMUNITY INFRASTRUCTURE PLAN

APOLLO BAY - SKENES CREEK - MARENGO

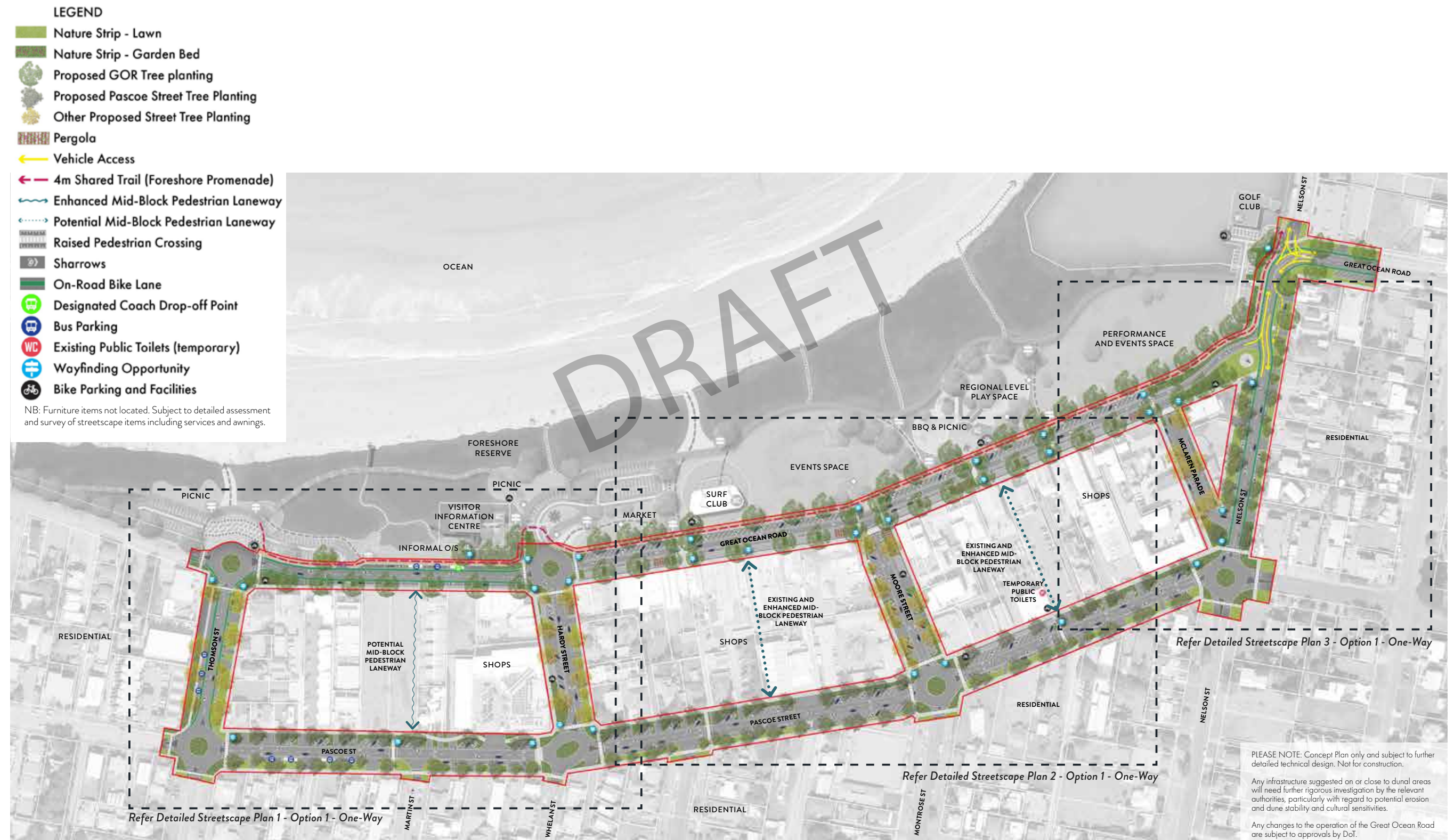


Figure 18. Overall Streetscape Plan - Option 1 - One-Way



COMMUNITY INFRASTRUCTURE PLAN

APOLLO BAY - SKENES CREEK - MARENGO

PLEASE NOTE: Concept Plan only and subject to further detailed technical design. Not for construction.

Any infrastructure suggested on or close to dunal areas will need further rigorous investigation by the relevant authorities, particularly with regard to potential erosion and dune stability and cultural sensitivities.

Any changes to the operation of the Great Ocean Road are subject to approvals by DoT.

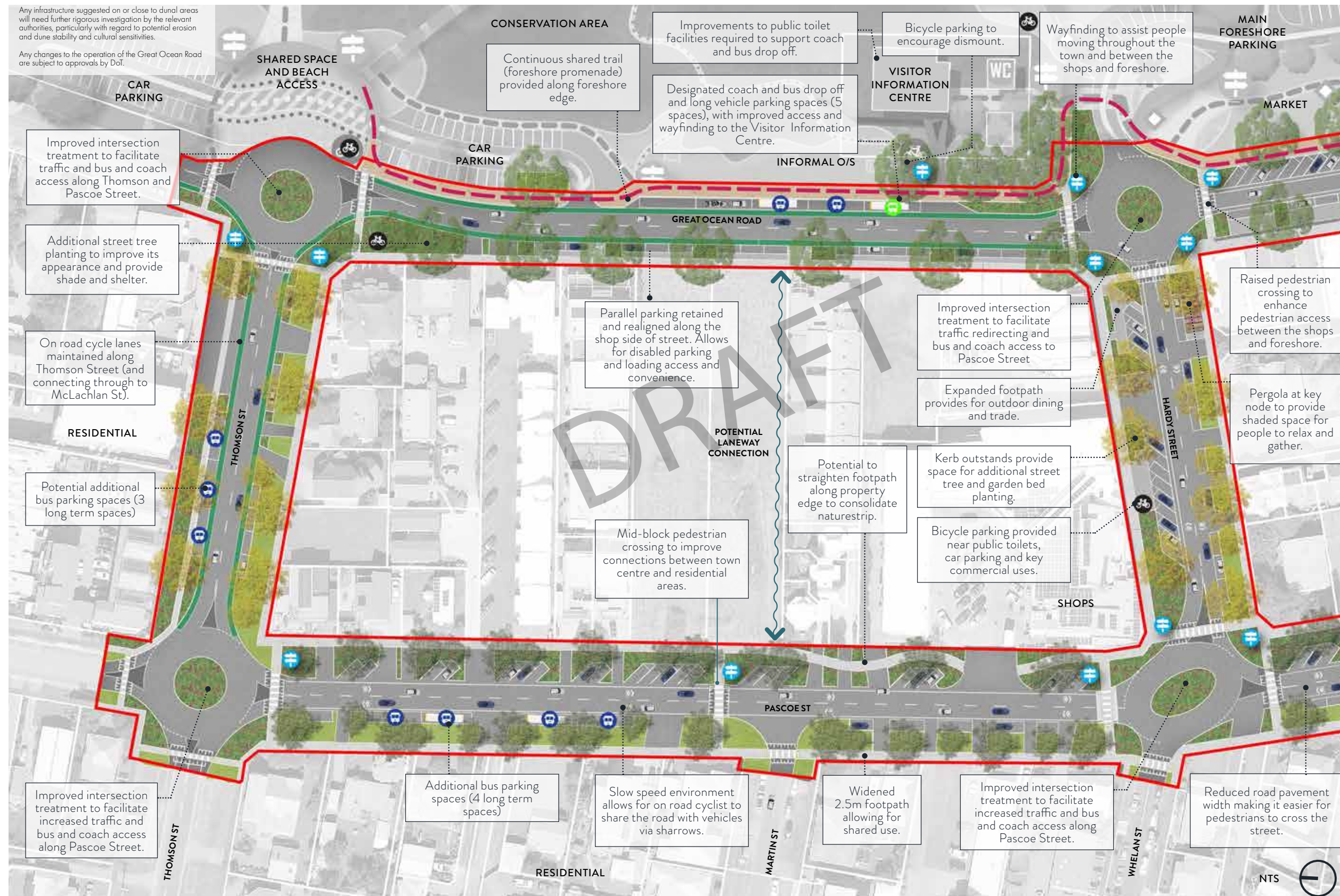


Figure 19. Detailed Streetscape Plan 1 - Option 1 - One-Way

COMMUNITY INFRASTRUCTURE PLAN

APOLLO BAY - SKENES CREEK - MARENGO

PLEASE NOTE: Concept Plan only and subject to further detailed technical design. Not for construction.

Any infrastructure suggested on or close to dunal areas will need further rigorous investigation by the relevant authorities, particularly with regard to potential erosion and dune stability and cultural sensitivities.

Any changes to the operation of the Great Ocean Road are subject to approvals by DoT.

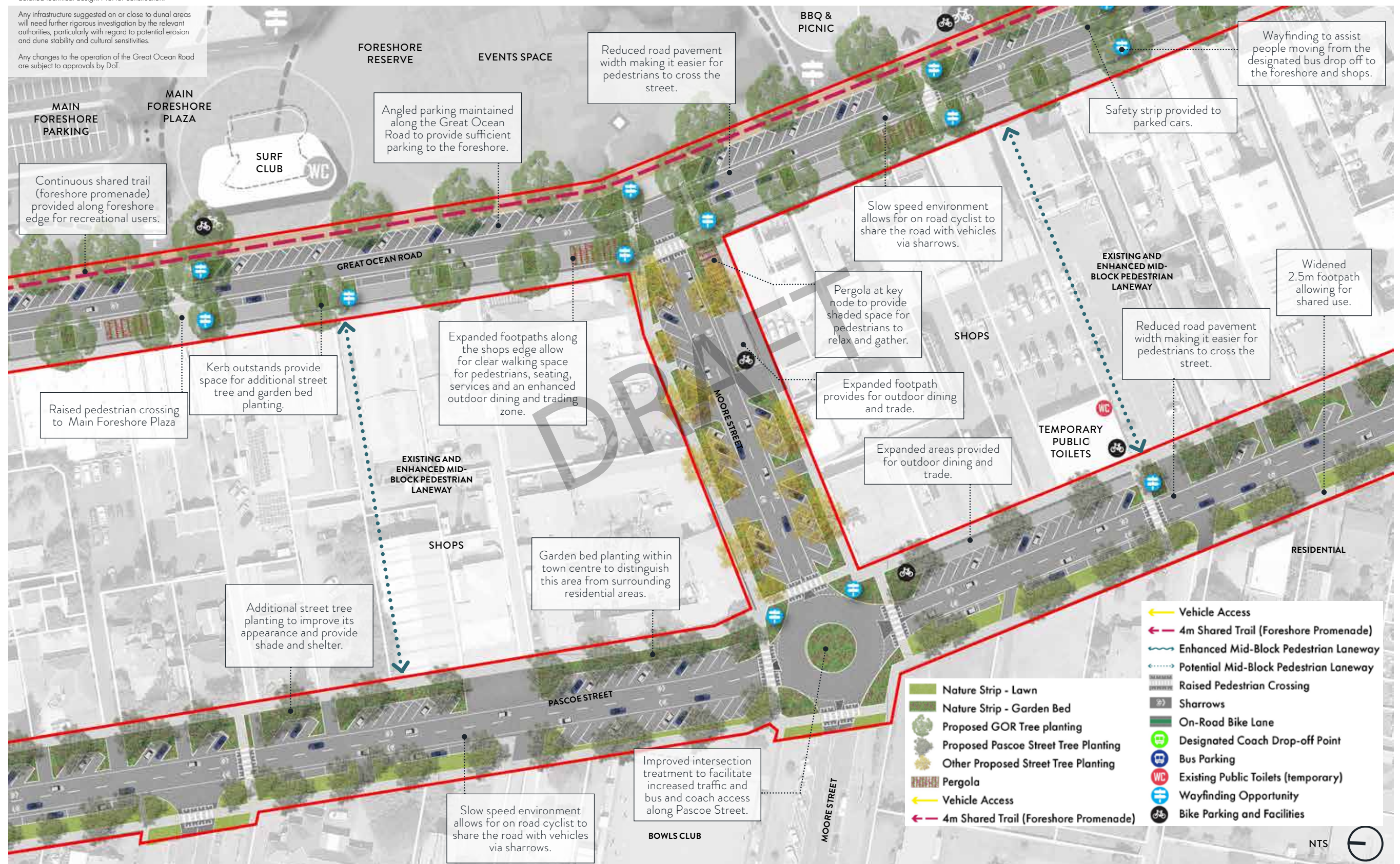


Figure 20. Detailed Streetscape Plan 2 - Option 1 - One-Way

COMMUNITY INFRASTRUCTURE PLAN

APOLLO BAY - SKENES CREEK - MARENGO

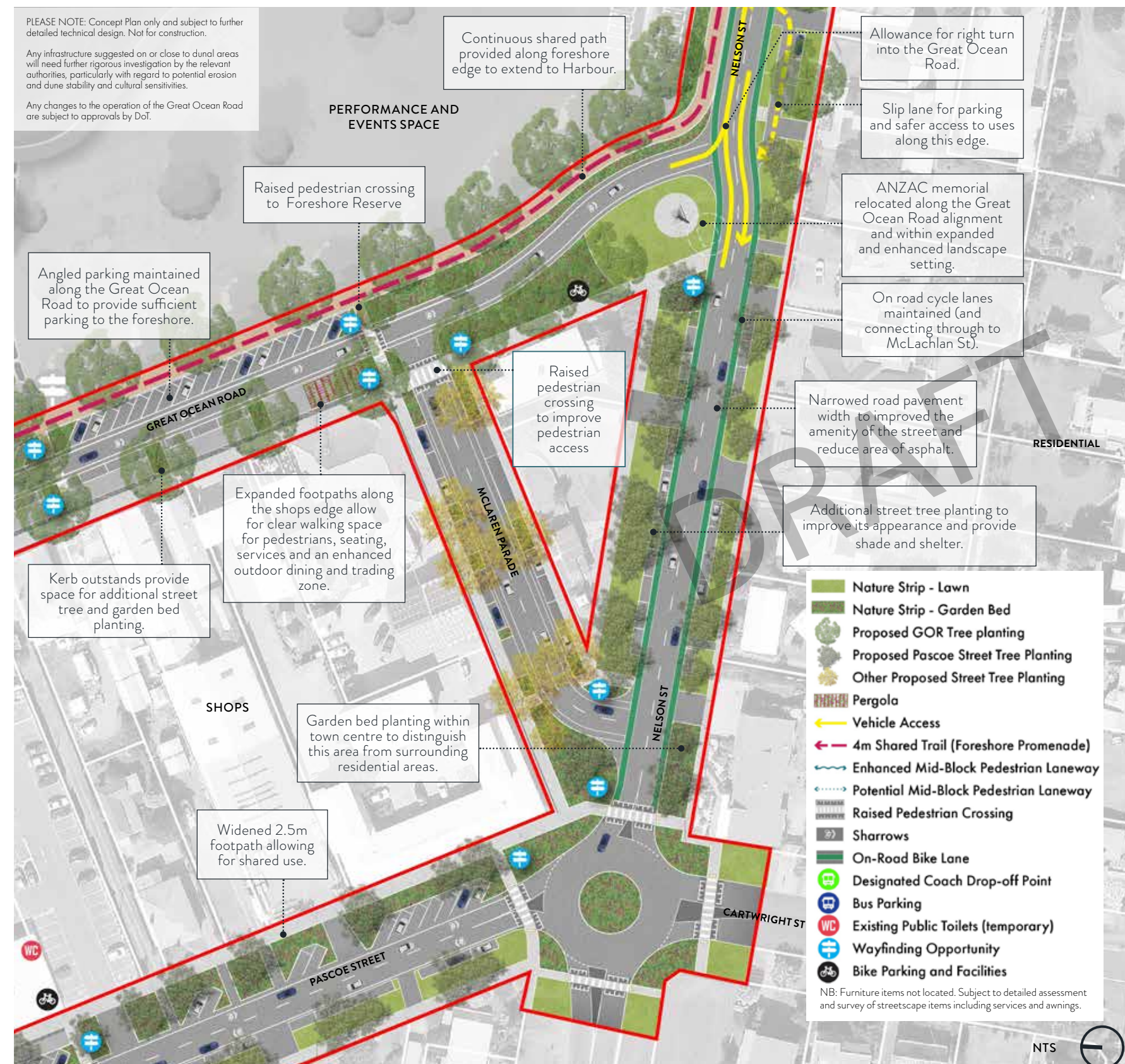


Figure 21. Detailed Streetscape Plan 3 - Option 1 - One-Way

4.4.3 Movement Option 2 -Great Ocean Road - Two-Way

The two-way design maintains two-way access along the Great Ocean Road and provides for moderate expansion of the footpath space along shopfronts, through the provision of kerb out stands and the reallocation of roadway space. This will help to ease footpath congestion at peak time and provide additional space for retail and commercial uses.

Specific improvements identified for the two-way option include:

- Two-way access is maintained along the Great Ocean Road between Hardy Street and Nelson Street, however carriageway widths have been reduced to provide additional space for pedestrians and safety and to make it easier to walk along the street and cross the road into the foreshore reserve.
- Minimal expansion of the footpath (0.4m) along the western shopfront side of the Great Ocean Road to provide additional space for pedestrians, outdoor dining and streetscape amenity improvements.
- Clearly defined pedestrian and outdoor dining zones provided along the Great Ocean Road that allows for:
 - 3m clear walking space along shopfronts for pedestrians, catering for high volumes of foot traffic and allowing for all ages and abilities use.
 - 1m for services (poles, bins) and seating.
 - Up to 4.7m for outdoor dining, trading and multi-use area. This is reduced to 2.4m where parallel parking is provided.

Refer to cross section outlined in Section 4.5 and Outdoor Dining and Trading in Section 4.10.

These improvements are outlined on Figures 22 - 25.

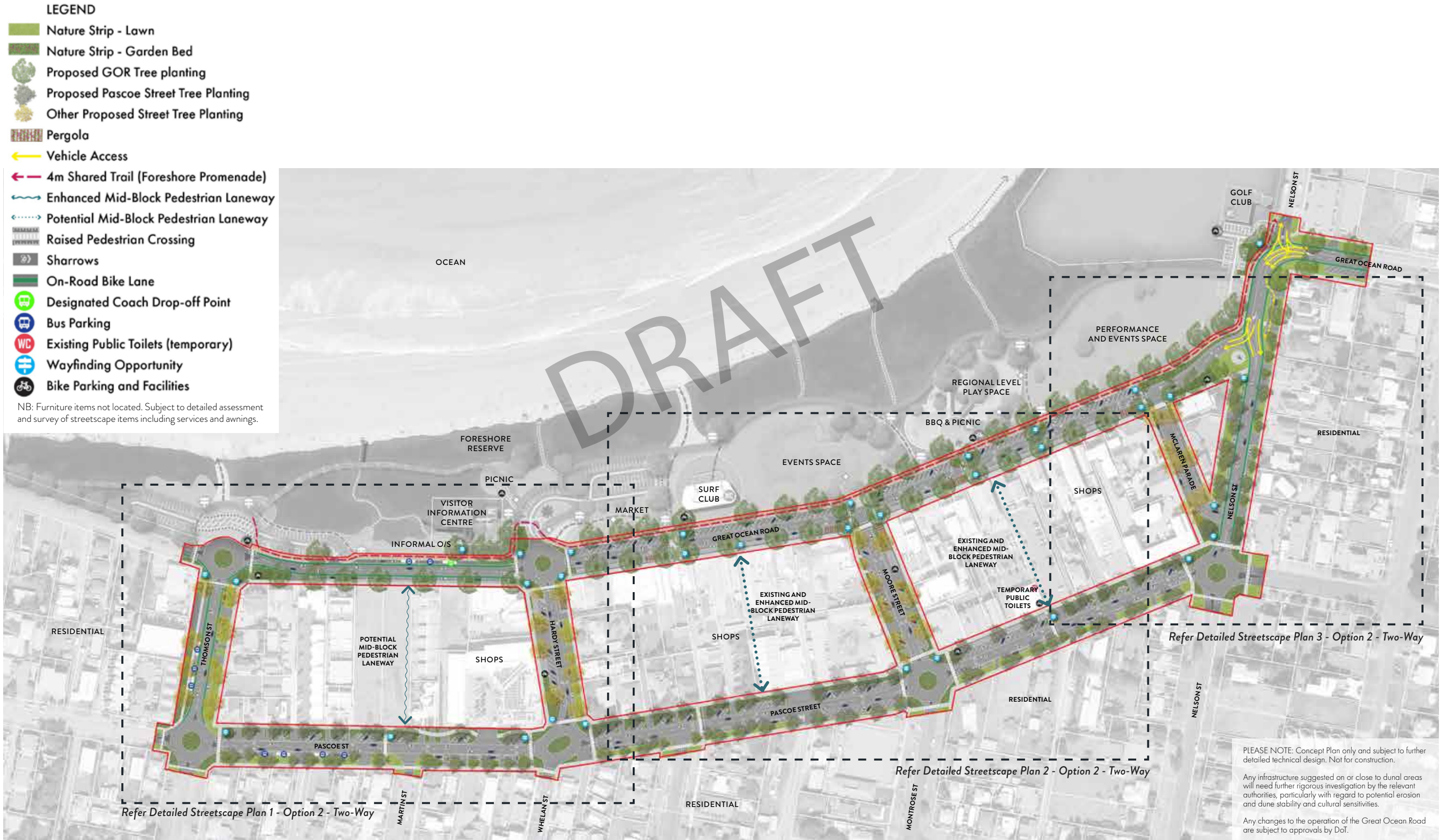


Figure 22. Overall Streetscape Plan - Option 2 - Two-Way



COMMUNITY INFRASTRUCTURE PLAN

APOLLO BAY - SKENES CREEK - MARENGO

PLEASE NOTE: Concept Plan only and subject to further detailed technical design. Not for construction.

Any infrastructure suggested on or close to dunal areas will need further rigorous investigation by the relevant authorities, particularly with regard to potential erosion and dune stability and cultural sensitivities.

Any changes to the operation of the Great Ocean Road are subject to approvals by DoT.

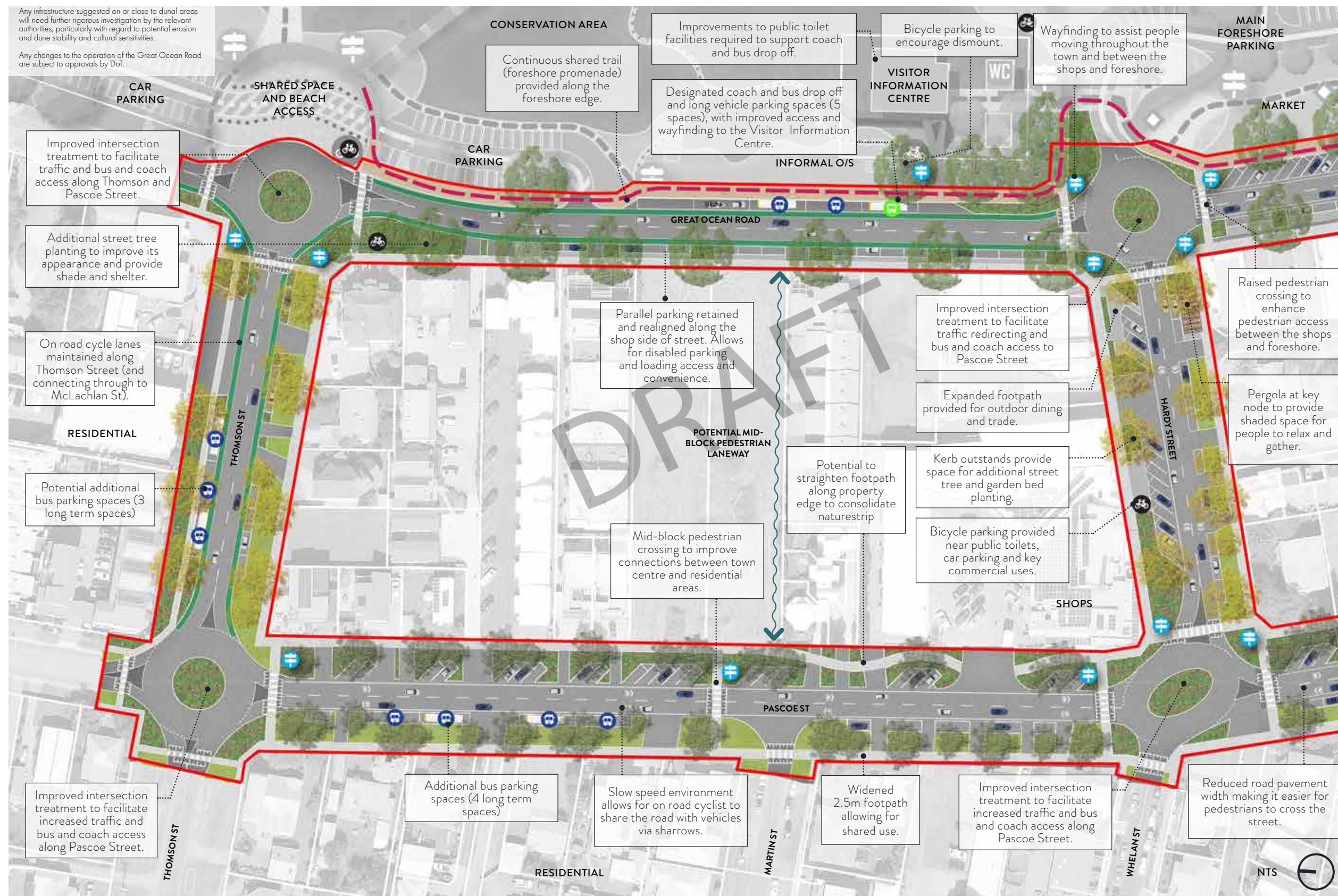


Figure 23. Detailed Streetscape Plan 1 - Option 2 - Two-Way

Any changes to the operation of the Great Ocean Road are subject to approvals by DoT.

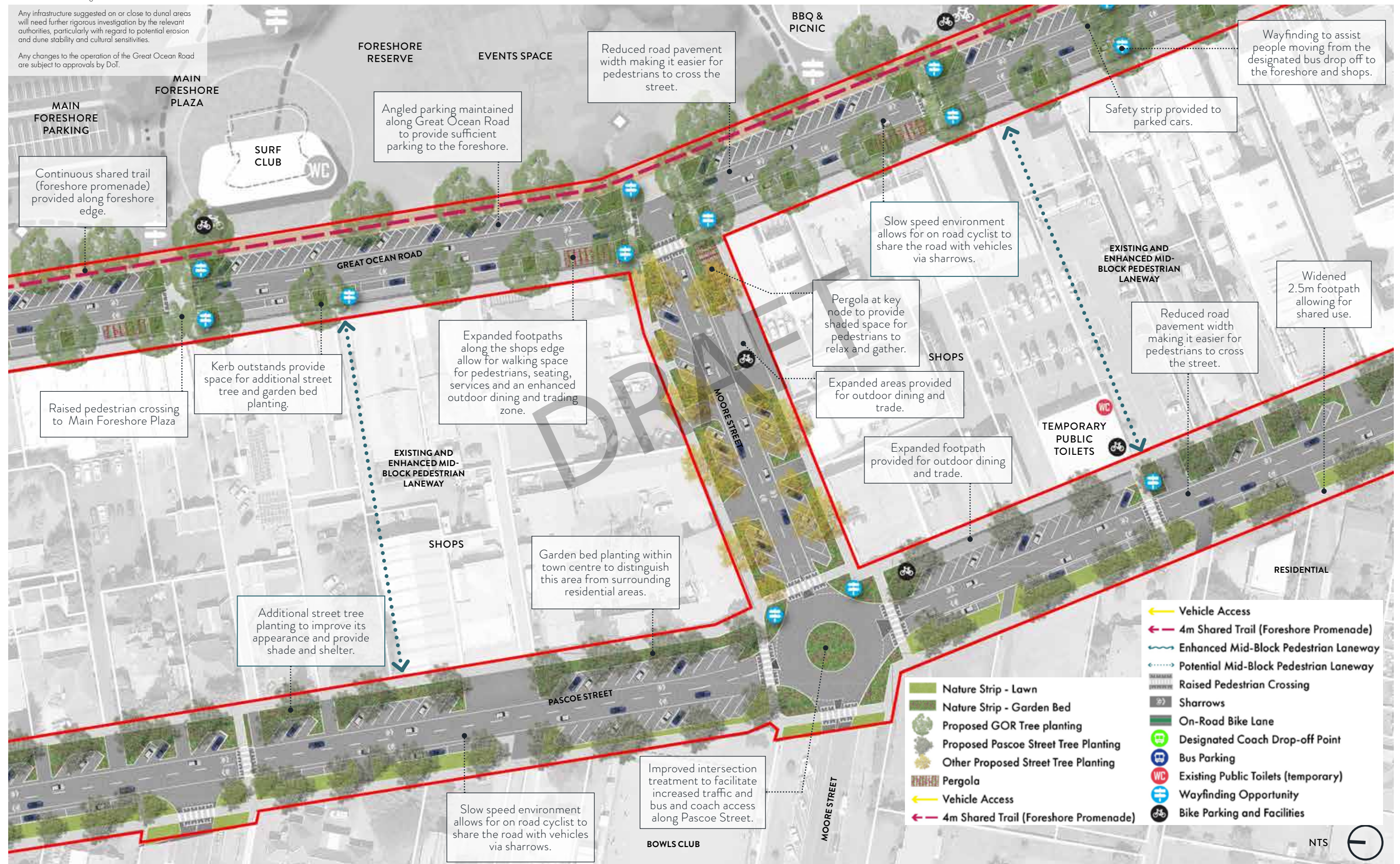


Figure 24. Detailed Streetscape Plan 2 - Option 2 - Two-Way

COMMUNITY INFRASTRUCTURE PLAN

APOLLO BAY - SKENES CREEK - MARENGO



Figure 25. Detailed Streetscape Plan 3 - Option 2 - Two-Way

COMMUNITY INFRASTRUCTURE PLAN

4.5 Cross Sections

The following cross sections illustrate the detailed changes proposed as part of the one-way and two-way streetscape plans and the functional arrangement of uses within the street.

4.5.1 Great Ocean Road (Great Ocean Road)

The Great Ocean Road is a key arterial road. It provides key access through Apollo Bay and is the front door to the township.

The Great Ocean Road streetscape should not only be distinctive and reflect its world famous status, but be a comfortable and attractive environment for pedestrian, allowing easy and safe access to shopfronts and the foreshore reserve.



Figure 26. Great Ocean Road A-A' - Existing Cross Section

PLEASE NOTE: Dimensions indicative only and based off Nearmap Aerial.

Two cross sections are proposed for the Great Ocean Road, related to the Streetscape Plans. This includes a one-way and a two-way cross section.

Both cross sections aim to improve pedestrian amenity and movement along shopfronts and improve connections between the shops and foreshore. This will be facilitated by reducing the expanse of pavement, widening footpaths along both sides, providing safety strips and improving street tree planting.

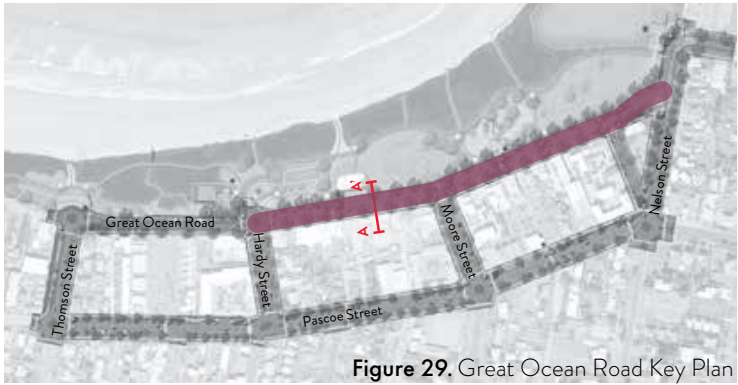


Figure 29. Great Ocean Road Key Plan



Figure 27. Proposed A-A' - Great Ocean Road - One-Way

PLEASE NOTE: Any changes to the operation of the Great Ocean Road are subject to approvals by DoT.

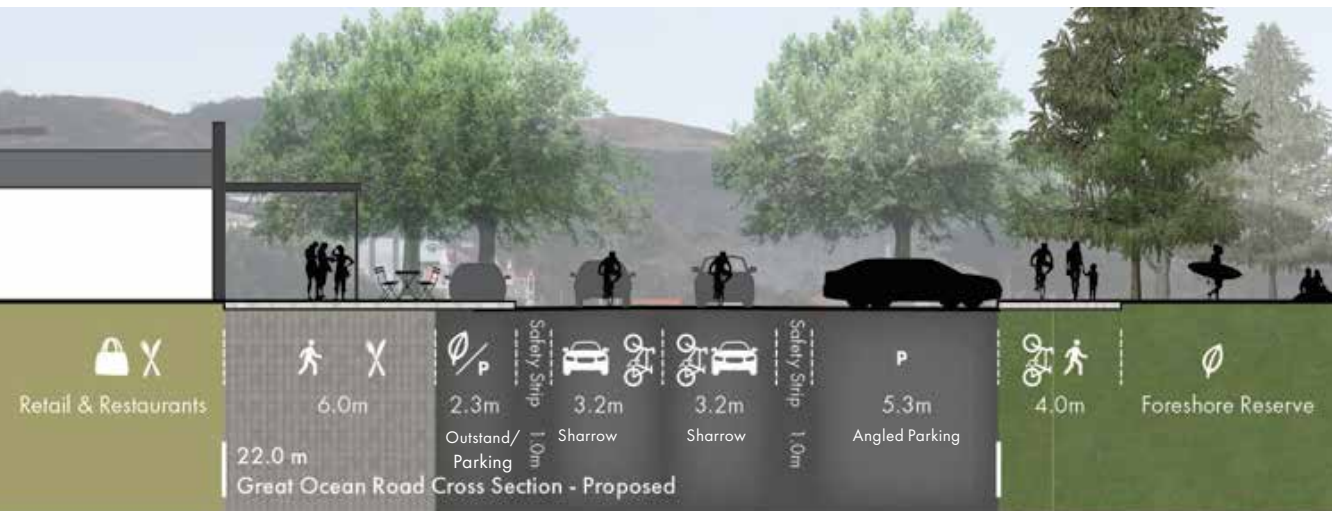


Figure 28. Proposed A-A' - Great Ocean Road - Two-Way

PLEASE NOTE: Wheel stops to be installed to protect cyclists and pedestrians on Foreshore Promenade.

COMMUNITY INFRASTRUCTURE PLAN

APOLLO BAY - SKENES CREEK - MARENGO

4.5.2 Pascoe Street

Pascoe Street currently provides a secondary north-south route through the commercial centre. A wide street, it is dominated by vehicle lanes and car parking, with limited street tree planting that does not match the grand scale of the streetscape.

The proposed cross sections for Pascoe Street aim to improve the amenity and safety of the street by widening footpaths along both sides, providing safety strips and improving street tree planting.

The cross sections also enable the redirecting of traffic from the Great Ocean Road, along Hardy Street, Pascoe Street and Nelson Street and safety improvements for all users.

Three treatments are provided for Pascoe Street, responding to its different existing conditions. These treatments are the same for both the one-way and two-way movement options.

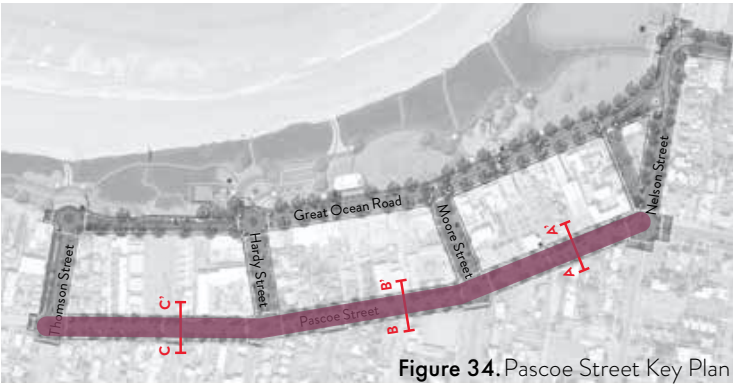


Figure 30. Pascoe Street A-A' (Between Moore St And Nelson St) - Existing Cross Section
PLEASE NOTE: Dimensions indicative only and based off Nearmap Aerial.

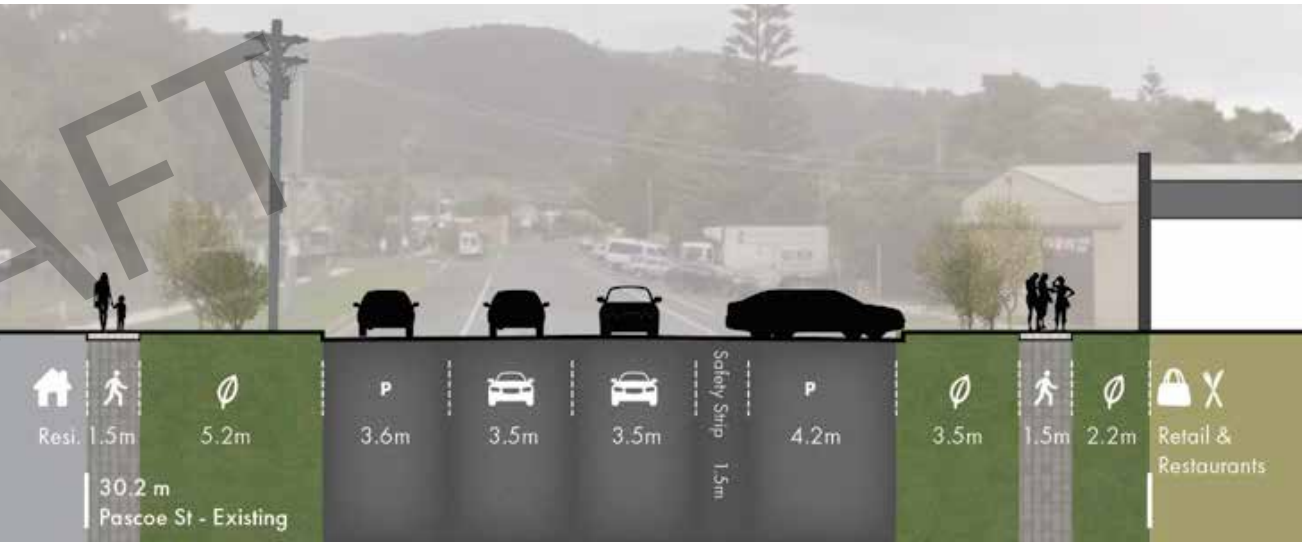


Figure 32. Pascoe Street B-B' (Between Hardy St And Moore St) - Existing Cross Section
PLEASE NOTE: Dimensions indicative only and based off Nearmap Aerial.

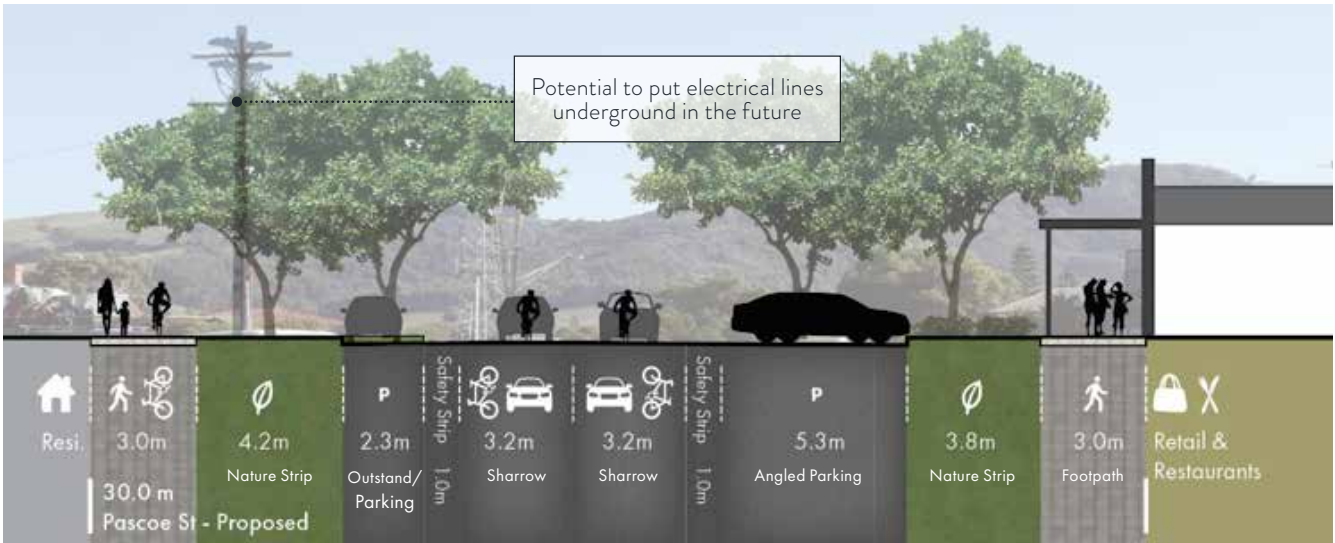


Figure 31. Pascoe Street A-A' (Between Moore St And Nelson St) - Proposed

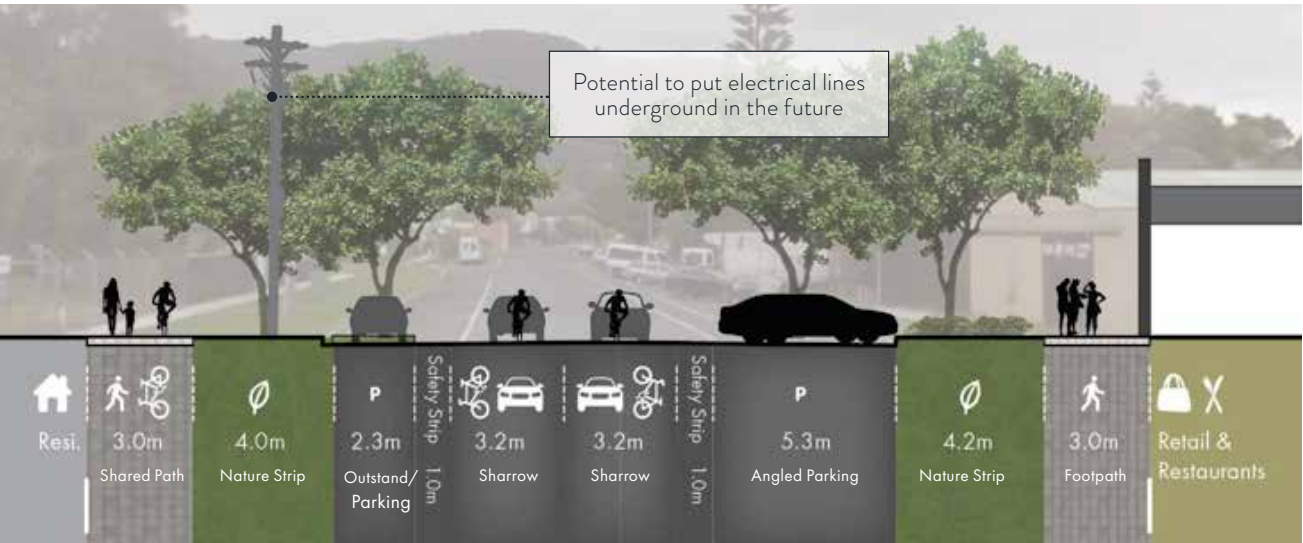


Figure 33. Pascoe Street B-B' (Between Hardy St And Moore St) - Proposed

4.5.3 Thomson Street

Thomson Street is a local street that extends east to west between the Great Ocean Road and Pascoe Street and forms the northern boundary of the town centre streetscapes. It will form part of the preferred bus and coach route and primary traffic route through town.

The cycling lanes will be maintained in the proposed cross section for Thomson Street and expanded footpaths will be provided along both sides, as well as street tree planting.



Figure 39. Thomson Street Key Plan

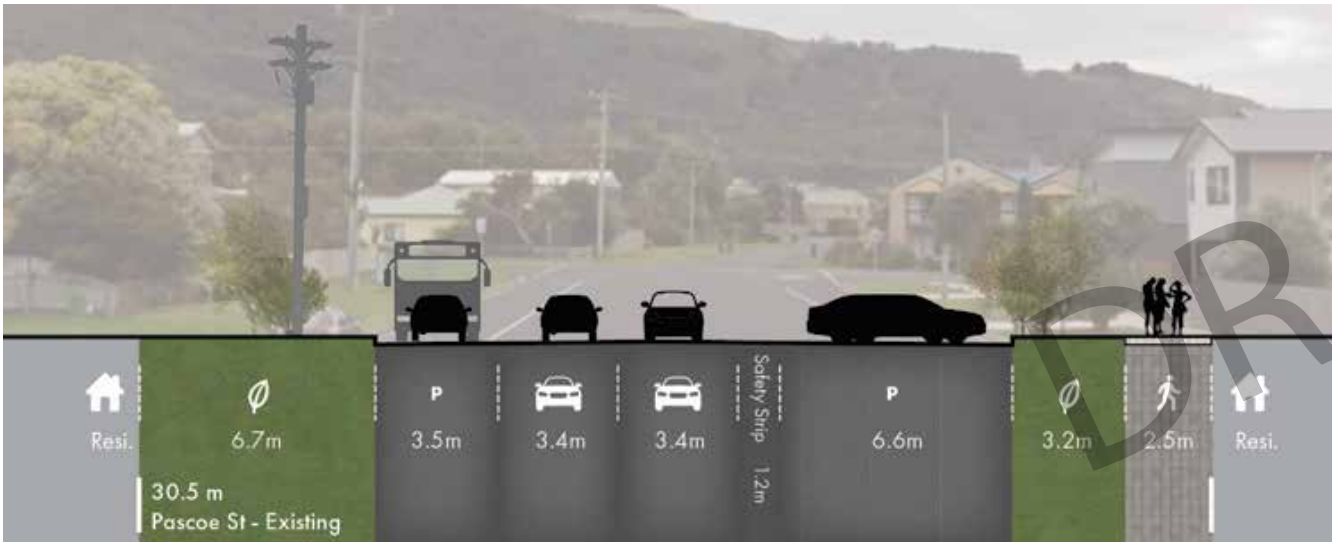


Figure 35. Pascoe Street C-C' (Between Thompson St And Hardy St) - Existing Cross Section
PLEASE NOTE: Dimensions indicative only and based off Nearmap Aerial.

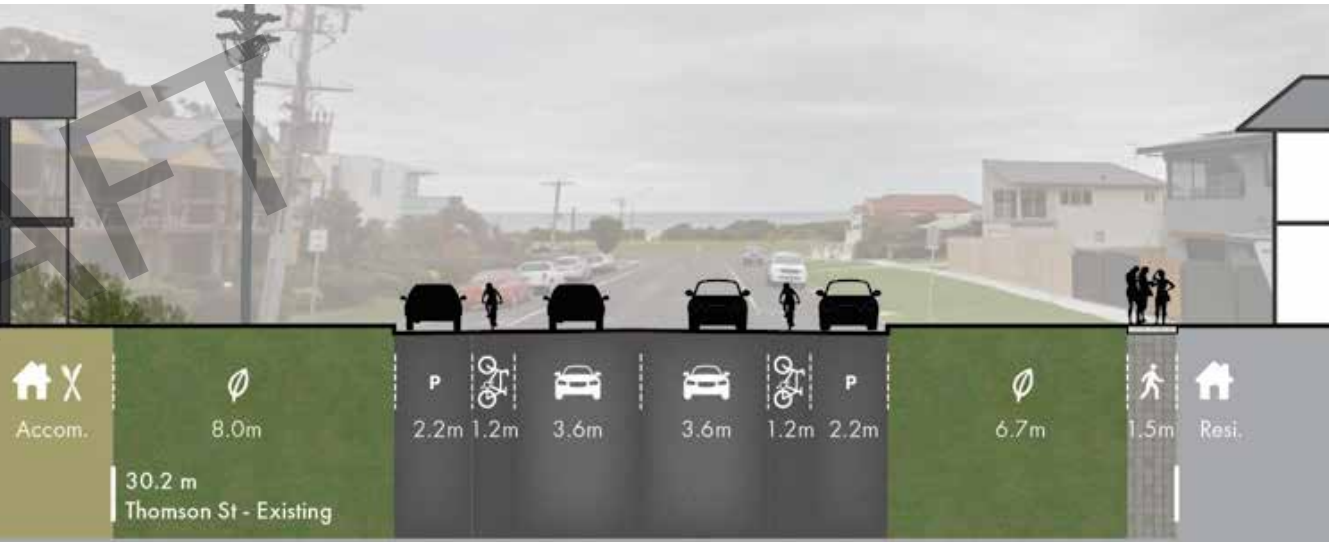


Figure 37. Thomson Street A-A' - Existing Cross Section
PLEASE NOTE: Dimensions indicative only and based off Nearmap Aerial.

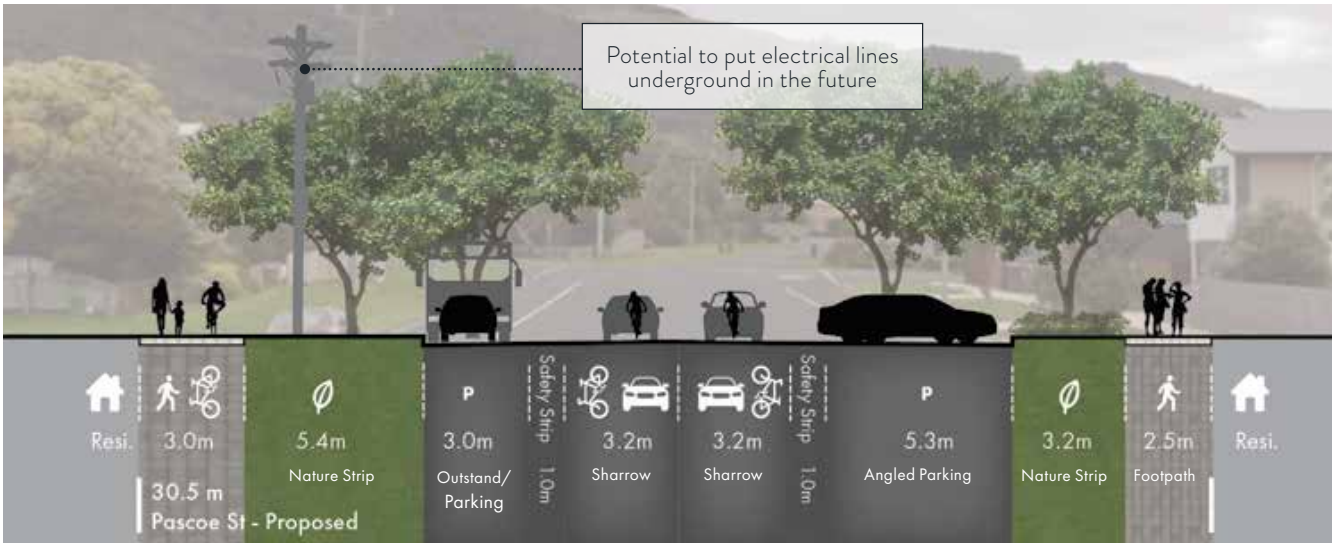


Figure 36. Pascoe Street C-C' (Between Thompson St And Hardy St) - Proposed

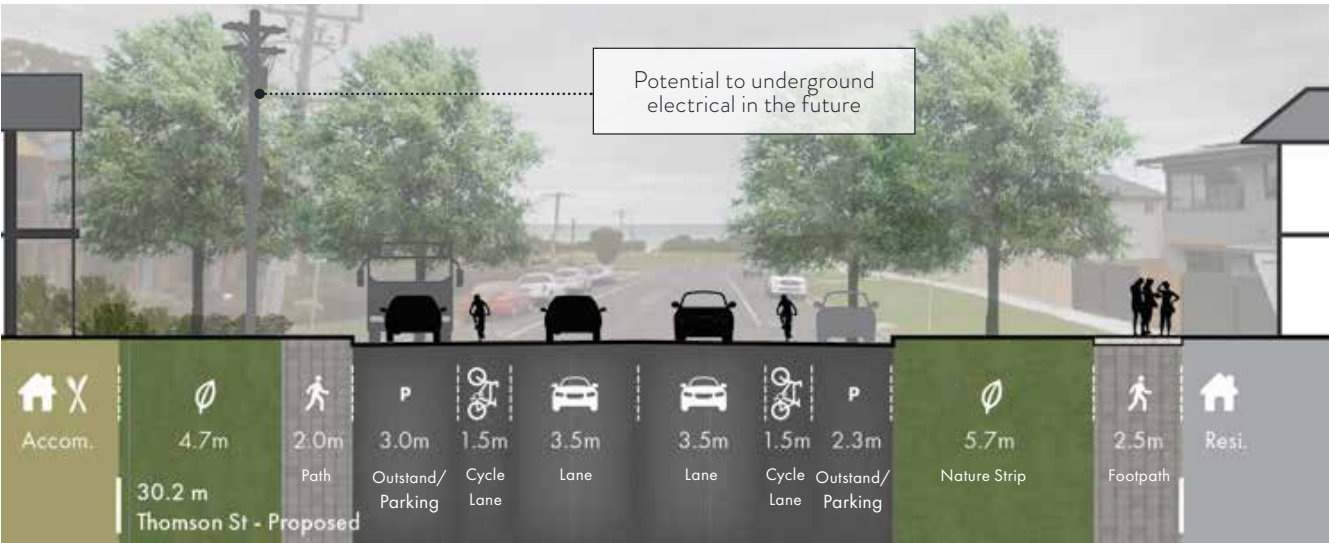


Figure 38. Thomson Street A-A' - Proposed

COMMUNITY INFRASTRUCTURE PLAN

APOLLO BAY - SKENES CREEK - MARENGO

4.5.4 Hardy Street

Hardy Street is a local street that extends east to west between the Great Ocean Road and Pascoe Street. It will form part of the preferred bus and coach route and will allow for improved cycling and pedestrian movements within the town centre.

The proposed cross section for Hardy Street will reduce the expanse of pavement, widen footpaths along both sides, provide safety strips and improve street tree planting.

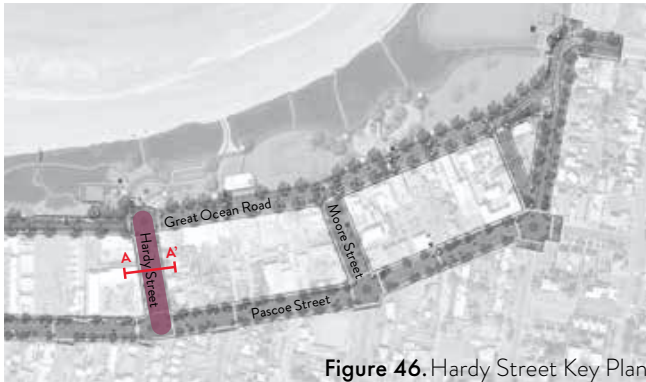


Figure 46. Hardy Street Key Plan

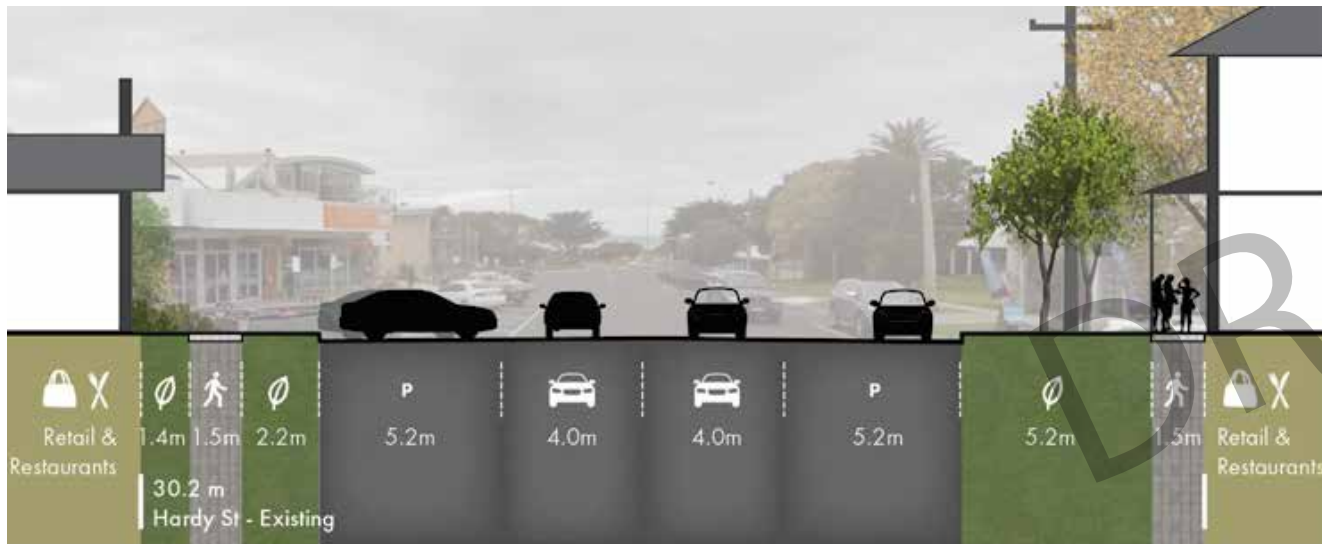


Figure 41. Hardy Street A-A' - Existing Cross Section

PLEASE NOTE: Dimensions indicative only and based off Nearmap Aerial.

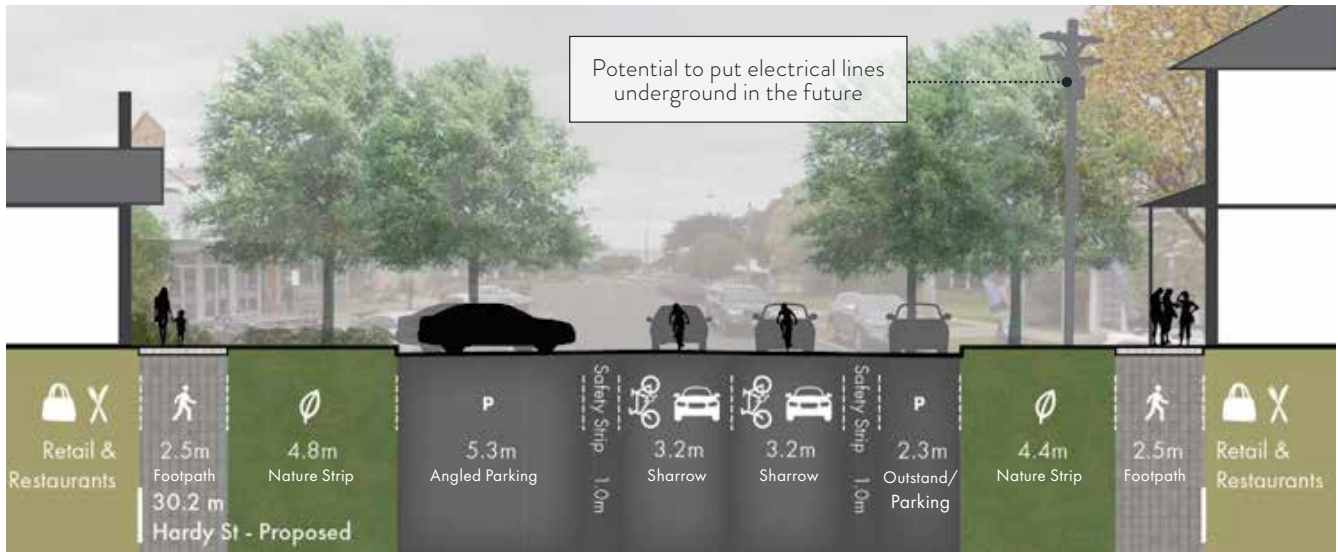


Figure 42. Hardy Street A-A' - Proposed

4.5.5 Moore Street

Moore Street is a local street that extends east to west between the Great Ocean Road and Pascoe Street.

The proposed cross section for Moore Street will widen footpaths along both sides, provide safety strips and improve street tree planting.



Figure 45. Nelson Street Key Plan



Figure 43. Moore Street A-A' - Existing Cross Section

PLEASE NOTE: Dimensions indicative only and based off Nearmap Aerial.

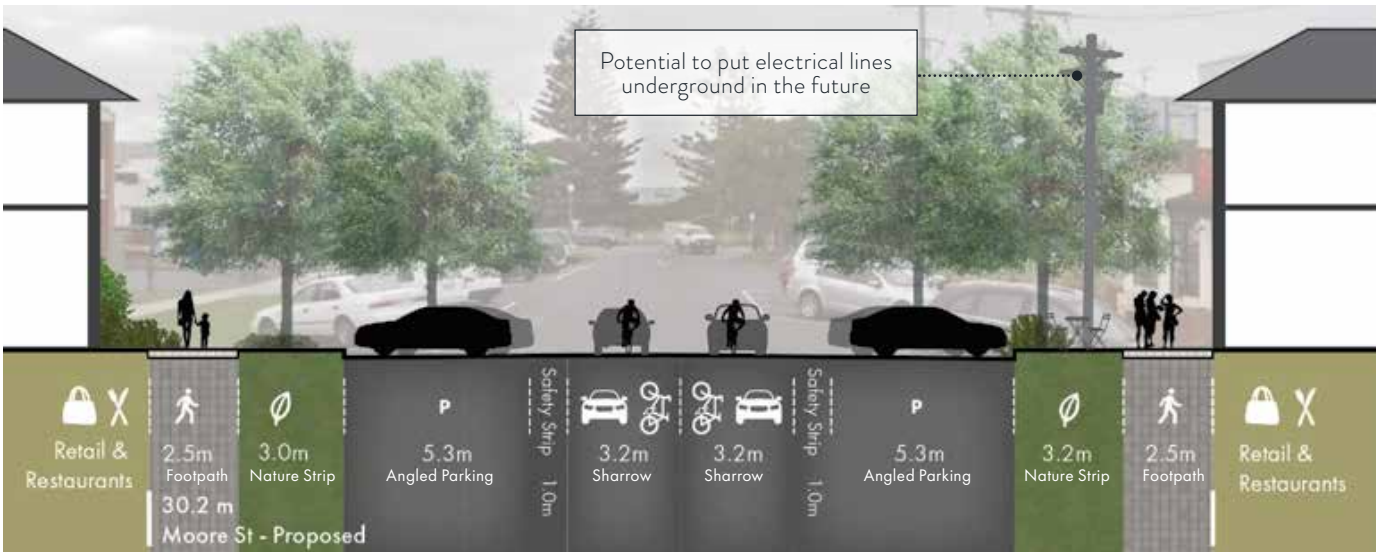


Figure 44. Moore Street A-A' - Proposed

COMMUNITY INFRASTRUCTURE PLAN

APOLLO BAY - SKENES CREEK - MARENGO

4.5.7 McLaren Parade

McLaren Parade is a local street that extends east to west between the Great Ocean Road and Pascoe Street.

The proposed cross section for McLaren Street will widen footpaths along both sides, provide safety strips and improve street tree planting.



Figure 51. Thomson Street Key Plan

4.5.6 Nelson Street

This section of Nelson Street extends between the Great Ocean Road and Pascoe Street. It will form part of the connection to re-route traffic along Pascoe Street.

The proposed cross section for Nelson Street will widen footpaths along the retail side, allow for on road cycle lanes and improve street tree planting.

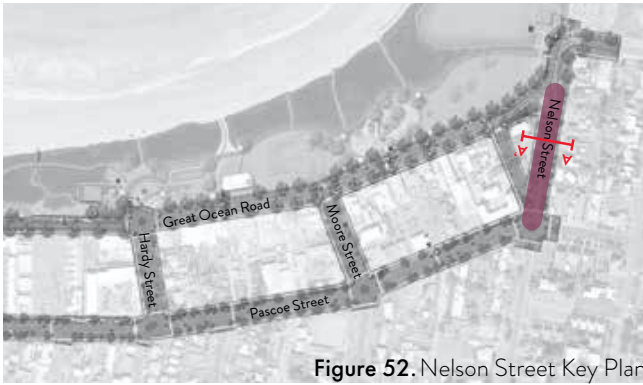


Figure 52. Nelson Street Key Plan



Figure 48. McLaren Parade A-A' - Existing Cross Section

PLEASE NOTE: Dimensions indicative only and based off Nearmap Aerial.



Figure 47. Nelson Street A-A' - Pascoe Street to Great Ocean Road - Existing Cross Section

PLEASE NOTE: Dimensions indicative only and based off Nearmap Aerial.



Figure 49. McLaren Parade A-A' - Proposed

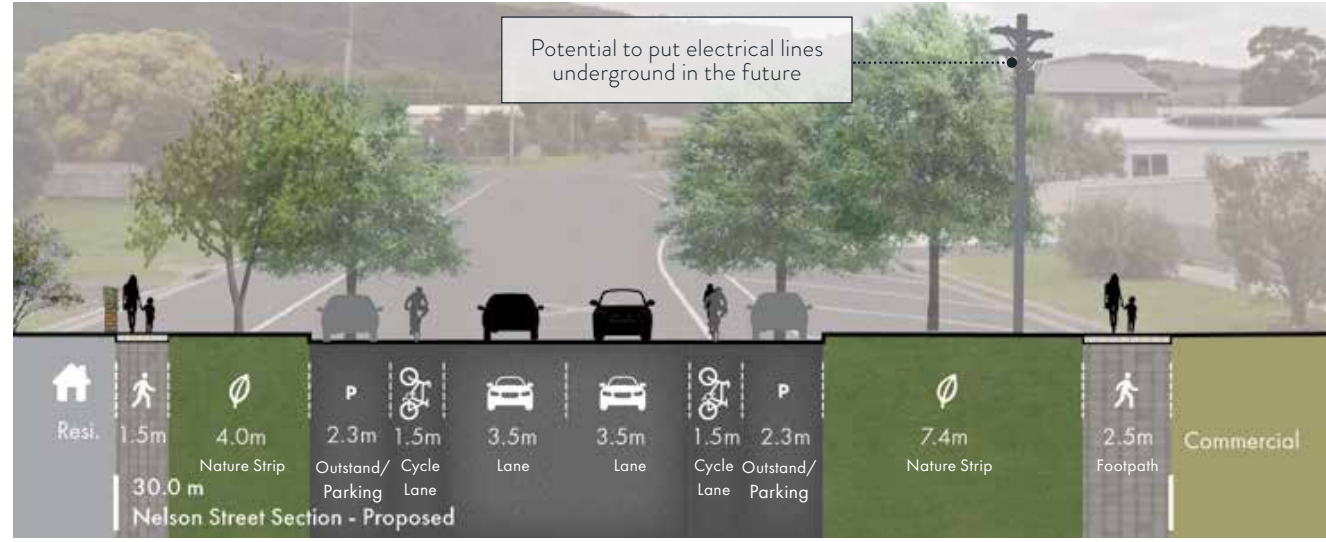


Figure 50. Nelson Street A-A' - Pascoe Street to Great Ocean Road - Proposed

COMMUNITY INFRASTRUCTURE PLAN

APOLLO BAY - SKENES CREEK - MARENGO

4.5.8 Great Ocean Road (Nelson Street-east to Nelson Street-west)

A small section of the Great Ocean Road is located between Nelson Street - east and Nelson Street-west, as the road meanders around the foreshore reserve.

This section will ultimately form the extension of Nelson Street in the proposed streetscape plans, however its treatment will vary between the two-way and one-way Great Ocean Road movement options.

The proposed cross section for this section of the Great Ocean Road will reduce the expanse of pavement, provide for a foreshore promenade along the edge of the foreshore reserve, provide for the continuation of cycle lanes from Nelson Street, enable safer access to uses along the residential side of the street and improve street tree planting.



Figure 53. Great Ocean Road (Nelson Street to Nelson Street) A-A'- Existing Cross Section



Figure 54. Great Ocean Road (Nelson Street to Nelson Street) A-A' Two-Way - Proposed

PLEASE NOTE: Dimensions indicative only and based off Nearmap Aerial.

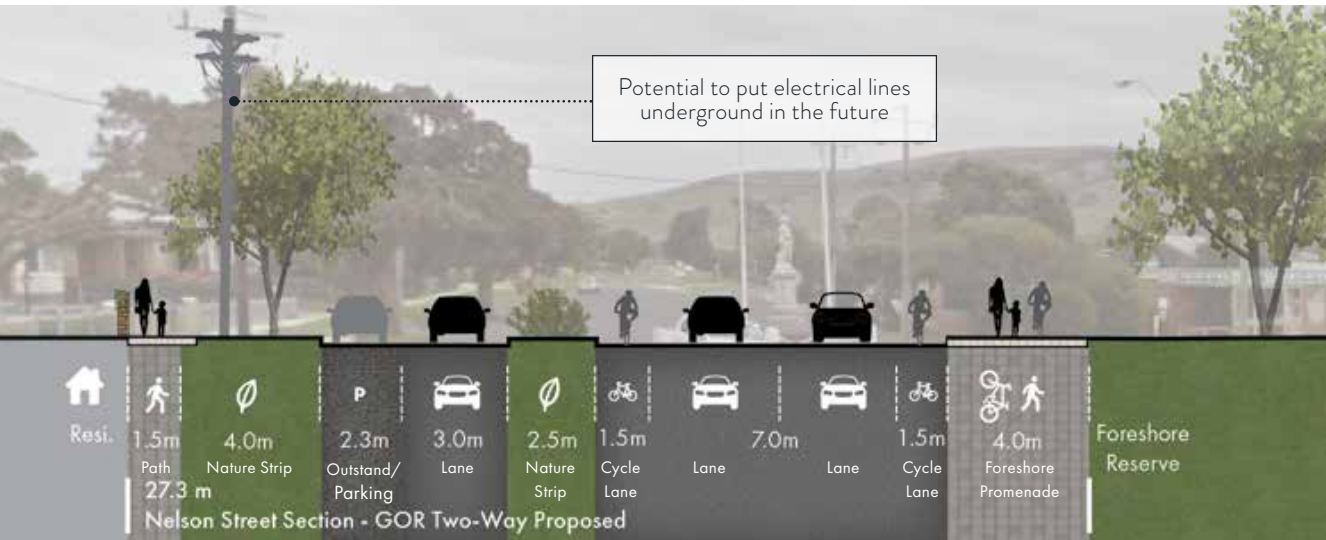


Figure 55. Great Ocean Road (Nelson Street to Nelson Street) A-A' One-Way - Proposed

Note: Any changes to the operation of the Great Ocean Road are subject to approvals by DoT.

COMMUNITY INFRASTRUCTURE PLAN

4.6 Parking

Improvements to streetscapes in the Apollo Bay town centre aim to improve the pedestrian environment, particularly along the Great Ocean Road and across to the foreshore by providing additional and improved space for pedestrians, improving safety for all road users and enhancing the appearance and amenity of streets.

To provide a more comfortable streetscape environment for pedestrians, widened footpaths and street tree planting are proposed, while additional greenery will also enhance the shopping and visitor experience. Access between the shops and the foreshore will be enhanced by providing additional and improved pedestrian crossings, as well as re-directing traffic to Pascoe Street.

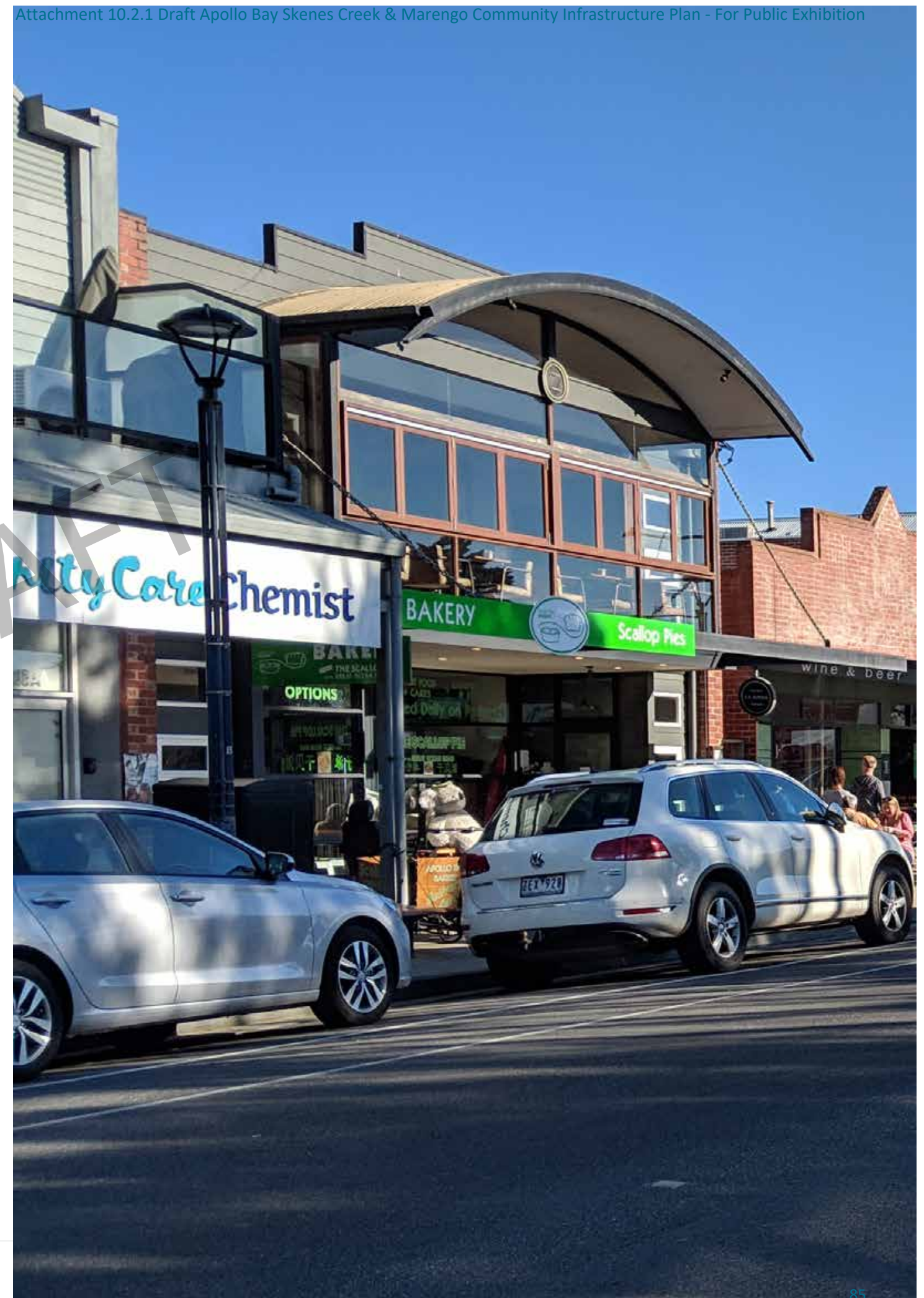
These improvements are anticipated to result in a loss of some parking (approximately 50 space) across the commercial centre in both the one-way and two-way options.

As observed in the COS Tourism Traffic and Parking Strategy, parking capacity however does exist within off-street and on-street car parks along Pascoe Street. The proposed changes to movement patterns within Apollo Bay will encourage greater utilisation of these parking spaces. This will be supported by improved wayfinding signage to help people navigate to underutilised car parking areas.

In addition, there is the opportunity to investigate other parking strategies including:

- Investigating the provision of a shuttle bus between Skenes Creek, Apollo Bay and Marengo during peak periods.
- Investigating improved distribution of existing short-term parking throughout the town centre and a review of loading zone use and distribution.
- Considering short-term parking (10-15 minute max.) in high turnover areas such as along the Great Ocean Road and Pascoe Street (retail sides).

These strategies could be trialled or staged to be able to fully assess the impacts.



4.7 Intersection Treatments

4.7.1 Nelson Street Intersection

The Colac Otway Shire Tourism Parking and Traffic Strategy, 2019 identified that the traffic function at the Nelson Street and the Great Ocean Road intersection needs to be improved. This is intended to enhance the safety of vehicles and pedestrians in this area, and also facilitate the redirecting of primary traffic movement along Pascoe Street.

Key considerations include:

- Nelson and Pascoe Streets will be the preferred route for traffic around town. Changes to this intersection will need to prioritise movement along Nelson and Pascoe Streets.
- The ANZAC memorial located at the intersection of Nelson Street has cultural and heritage significance and a historic connection to the Great Ocean Road in its current alignment. Space for gathering or viewing is limited around the memorial.
- Within the foreshore reserve is an amphitheatre space (grass mounds). Impacts on the foreshore reserve and mounds should be minimised wherever possible.
- Parking at the Golf Club is often utilised by visitors to the Anglican Church on the south side of Nelson Street. Safe pedestrian access should be provided between these locations, as appropriate.
- DoT has recently undertaken intersection upgrades to improve immediate safety and access concerns. This does not however allow for future changes to traffic conditions (i.e. redirecting of primary traffic movement along Pascoe Street).

The following outlines opportunities to improve the Nelson Street Intersection for both the two-way and one-way Great Ocean Road movement options.

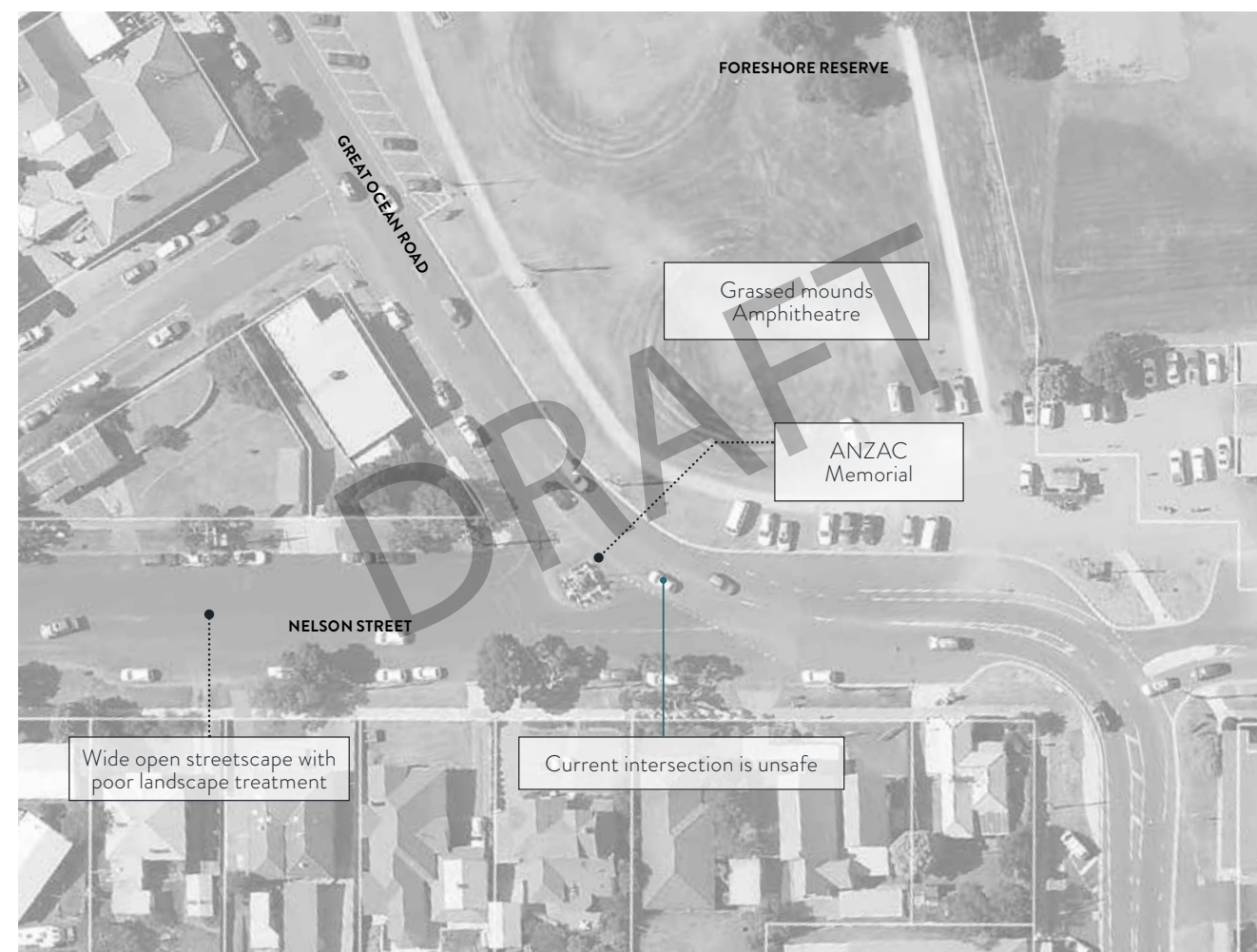


Figure 57. Nelson Street and Great Ocean Road Intersection - Existing Conditions

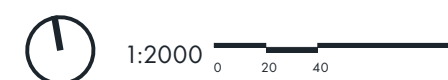


Image 8. Historic photo of the Nelson Street and Great Ocean Road intersection, with the memorial in its current alignment.

Great Ocean Road

The Great Ocean Road is realigned to give priority to the Nelson Street bypass and provide better sightlines for movement at the Great Ocean Road intersection. The realignment of the Great Ocean Road will create additional space around the ANZAC memorial and allow for a more substantial landscape presence at the entry into town. These changes can generally be accommodated within the current road reserve boundary, however reshaping of the topography in the foreshore reserve may be required (subject to detailed design).

ANZAC Memorial

The ANZAC memorial is nominally repositioned to sit at the current centreline (proposed for realignment) of the Great Ocean Road southbound carriageway.

The setting will be expanded to improve its visual presence and to provide additional space for people to safely view and appreciate the memorial at all times. The ANZAC memorial reserve is intended to function as a visitor destination and a landscape feature that marks the southern end and entry into the town centre.

Nelson Street

The southern road kerb alignment is nominally maintained but with minor changes to parking and landscape.

Parallel parking is provided along the northside in both the one-way and two-way options, with additional verge reclaimed through the rationalisation of the road space. Safer access is provided to lots on the southside via a one-way access street.

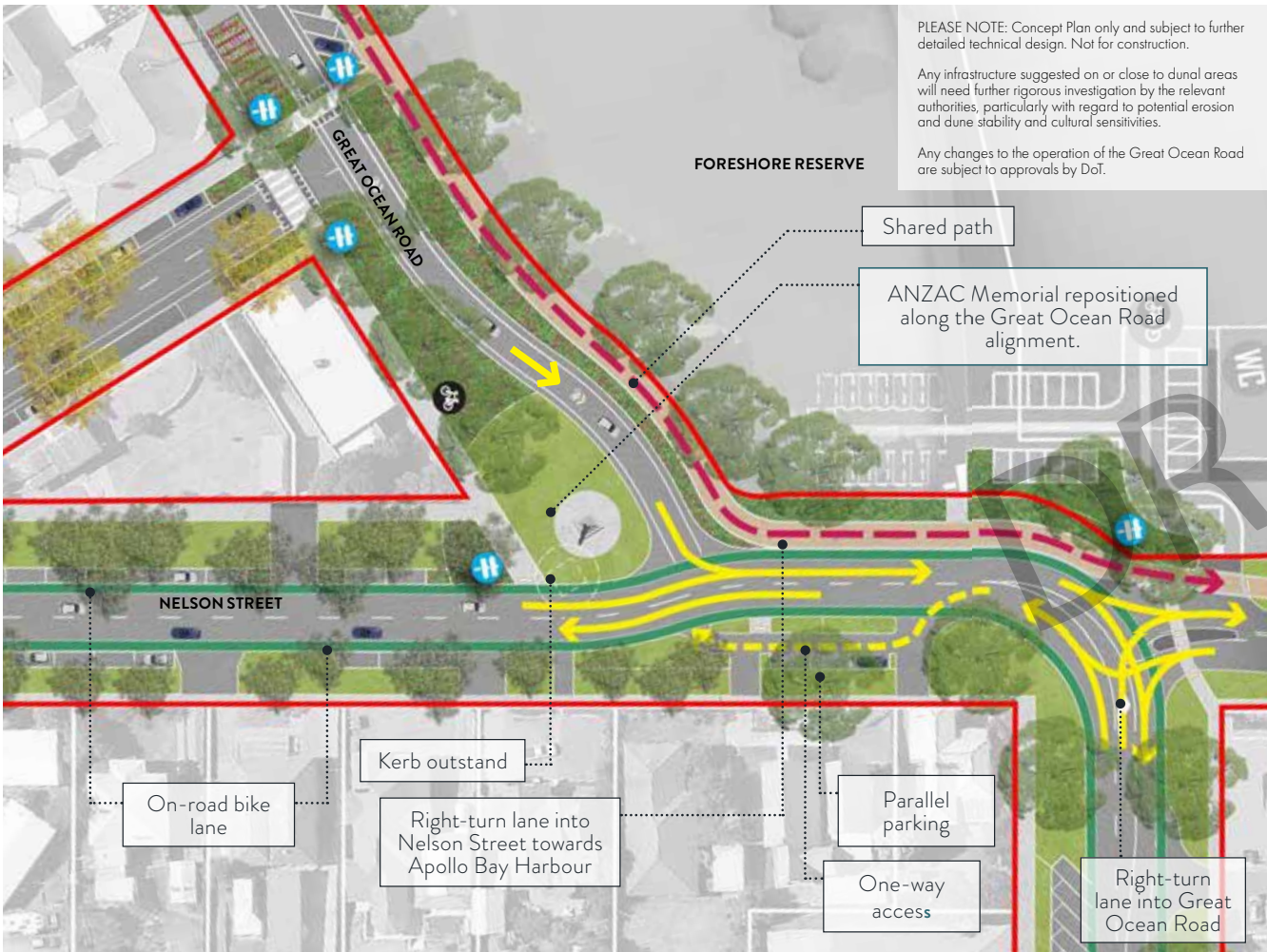


Figure 58. Nelson Street and Great Ocean Road Intersection - One-Way option

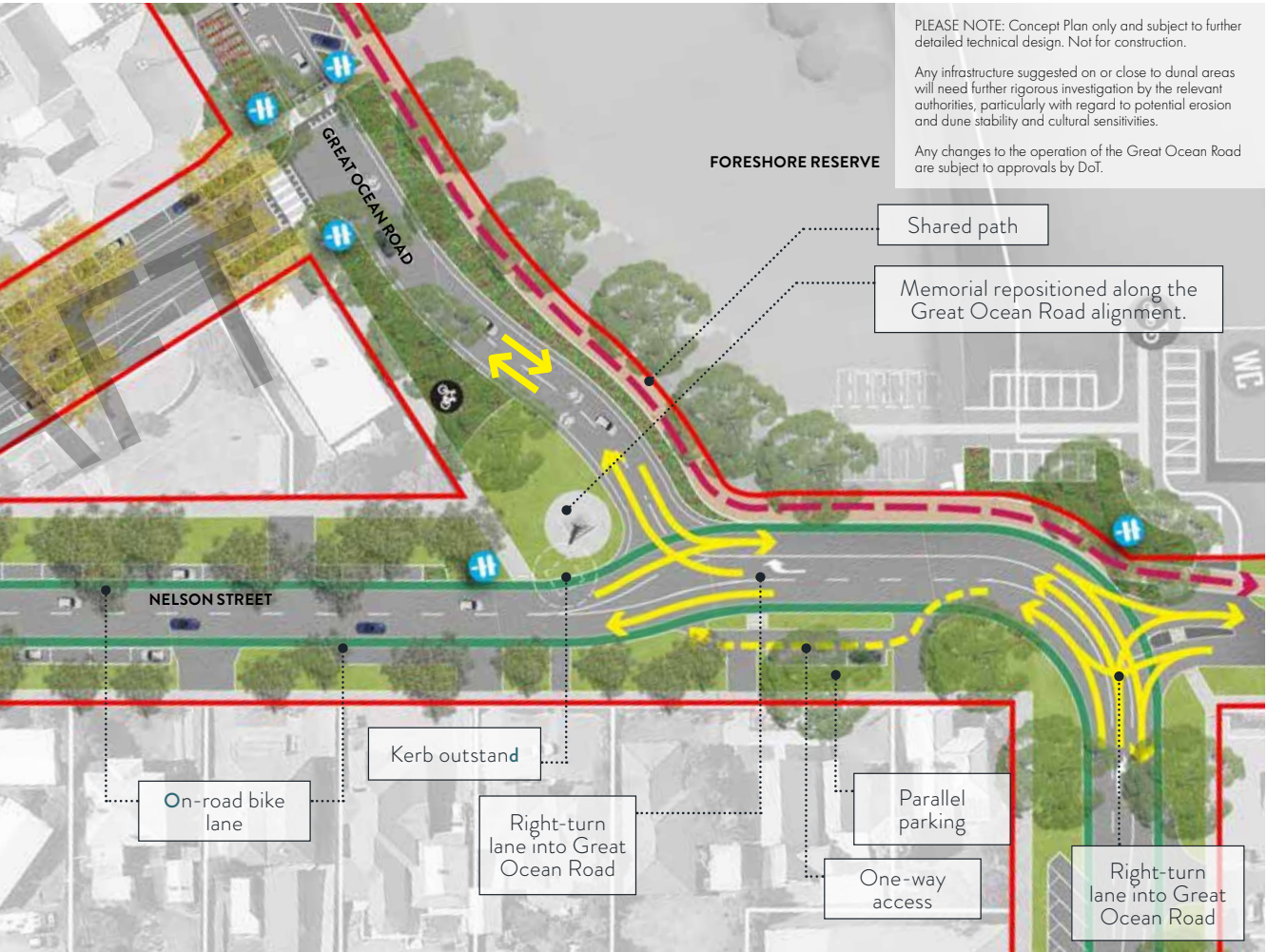
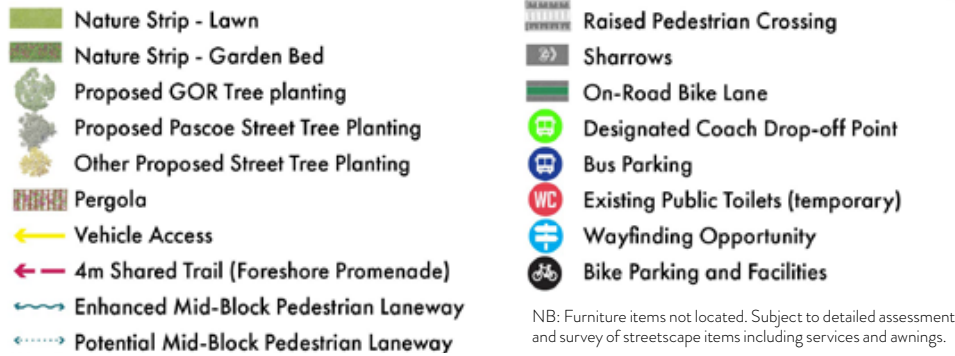


Figure 59. Nelson Street and Great Ocean Road Intersection - Two-Way Option



4.7.2 Other Intersections

The streetscape plans identify other intersections to be upgraded including:

- Great Ocean Road and Thomson Street;
- Great Ocean Road and Hardy Street;
- Pascoe Street and Thomson Street;
- Pascoe Street and Hardy Street; and
- Pascoe Street and Moore Street.

New roundabouts are proposed in these locations to facilitate traffic redirecting and coach access along Pascoe Street, manoeuvring for larger vehicles and to accommodate anticipated increases in traffic.

Raised pedestrian crossings will also be provided at each of these intersections to allow for safer pedestrian crossings.

Detailed design will be required to ensure the functional layout conforms with relevant AustRoads and DoT standards. However, it is anticipated that these changes can be accommodated within the current road reserve boundary.



Image 9. Example of a raised pedestrian crossing at a roundabout

4.8 Mid-Block Pedestrian Crossings

Raised pedestrian crossings (wombat crossings) will be provided mid-block along the Great Ocean Road and Pascoe Street to improve all abilities pedestrian access between residential areas, the shops and the foreshore. These pedestrian crossings will be complemented with signage and linemarking to clearly identify pedestrian priority. Mid-block pedestrian crossings are identified on the Proposed Pedestrian Connections Plan (Figure 11) and Streetscape Plans (Figures 18-25).

While mid-block pedestrian crossings along Pascoe Street are recommended, pedestrian refuges might alternatively be provided. Pedestrian refuges can be used where there is a demand for pedestrians to cross the road, but where the numbers of pedestrians are not high enough to warrant a signalised pedestrian crossing or a raised pedestrian crossings. This is however subject to future traffic analysis to be undertaken separately.

All pedestrian crossings should be designed to conform with relevant AustRoads and DoT standards.



Image 10. Example of mid-block raised pedestrian crossings

4.9 Mid-Block Pedestrian Laneway Connections

The Design and Development Overlay design control that applies to the Apollo Bay Town Centre (Clause 43.02 Schedule 5 or DDO5) seeks to guide improvements to pedestrian safety and movement within and around the town centre. This includes improving the appearance and function of existing mid-block laneway connections at 69 – 71 and 115-117 Great Ocean Road, which link rear car parking along Pascoe Street to the main shops, as well as facilitating the provision of a new mid-block laneway connection between Hardy and Moore Street.

The potential to enhance mid-block pedestrian connections is identified in the CIP. Key initiatives reflected within the Streetscape Plans (refer to Figures 18-25) and the Proposed Pedestrian Connections plan (refer Figure 11) include:

- Highlighting the entrance points into the laneways through installation of overhead gateway signage, pergolas or paving markers along the Great Ocean Road.
- Introducing artwork and subtle areas of colour on the ground plane or walls within laneways. There is the opportunity to theme the laneways to provide unique and distinct characteristics to each. As an example these themes could include people, culture and history and environment – the very things that make Apollo Bay unique.
- Improving lighting along the laneways.
- Removing clutter and obstacles (e.g. overhanging branches, bins) along the laneways where possible.

- Introducing wayfinding signage to direct pedestrians.
- Widening laneways as redevelopment occurs, in order to achieve Disability Discrimination Act compliance (subject to negotiations with landowners).



Image 11. Precedent examples for enhanced laneways

4.10 Outdoor Dining and Trading

Outdoor dining and trading contribute to the vibrancy and pedestrian activity along the Great Ocean Road and other key streets within the town centre. They offer passive surveillance of the street and provide opportunities for people to participate in street life. However, it is important that these uses share the street with other users, including pedestrians of all ages and abilities; and other streetscape facilities such as street furniture, lights, bins). It is essential that adequate space is provided for people to move along the street without being impeded by commercial activities.

To balance the use of space along the street, the Streetscape Plans identify specified zones for pedestrian circulation, services and seating and outdoor dining, trading and multi-use. These zones are outlined opposite and on the following page for both the two-way and one-way Great Ocean Road movement options.

Great Ocean Road - One-Way

The proposed zones for the Great Ocean Road - One-Way option include:

- 3m pedestrian zone allowing clear walking space along shopfronts for pedestrians.
- 1m for services (poles, bins) and seating zone.
- 4.2m – 6.5m for outdoor dining and multi-use zone. This width varies subject to the provision of parallel parking. Where parallel parking is provided adjacent, the width for outdoor dining is 4.2m. This increases to 6.5m where extended outdoor dining areas replace parallel parking i.e. at intersections and key pedestrian nodes.
- 0.8m strip zone allowing for separation to the road space, as well as door opening and alighting vehicles.

LEGEND

- Nature Strip - Garden Bed
- Proposed GOR Tree Planting
- Pergola
- Seating
- Other facilities (Litter Bin, lighting etc.)
- Bike Parking/Facilities
- Mid Block Pedestrian Crossing (raised)
- Sharrows
- Disabled Parking (Indicative allocation)
- Wayfinding Opportunity
- Public Art Opportunity



Figure 60. Proposed Cross Section - Outdoor Dining and Trading Zones - One-Way

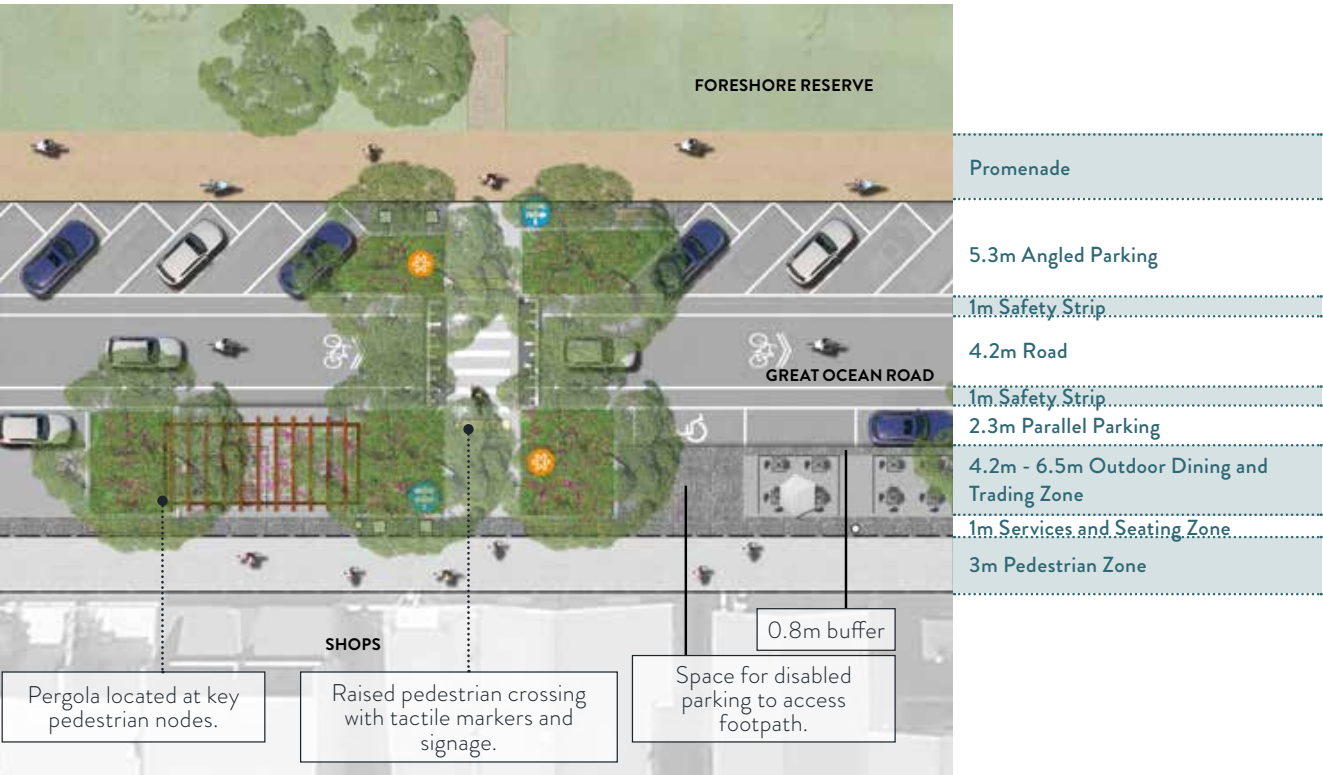


Figure 61. Proposed Plan - Outdoor Dining and Trading Zones - One-Way

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Great Ocean Road - Two-Way

The proposed zones for the Great Ocean Road - Two-Way option include:

- 3m pedestrian zone allowing clear walking space along shopfronts for pedestrians.
- 1m services (poles, bins) and seating zone.
- 2.4m - 4.7m for outdoor dining and multi-use zone. This width varies subject to the provision of parallel parking. Where parallel parking is provided adjacent, the width for outdoor dining is 2.4m. This increases to 4.7m where extended outdoor dining areas replace parallel parking i.e. at intersections and key pedestrian nodes.
- 0.8m strip zone allowing for separation to the road space, as well as door opening and alighting vehicles.



Image 12. Example of pedestrian zone adjacent shopfronts.



Figure 62. Proposed Cross Section - Outdoor Dining and Trading Zones - Two-Way

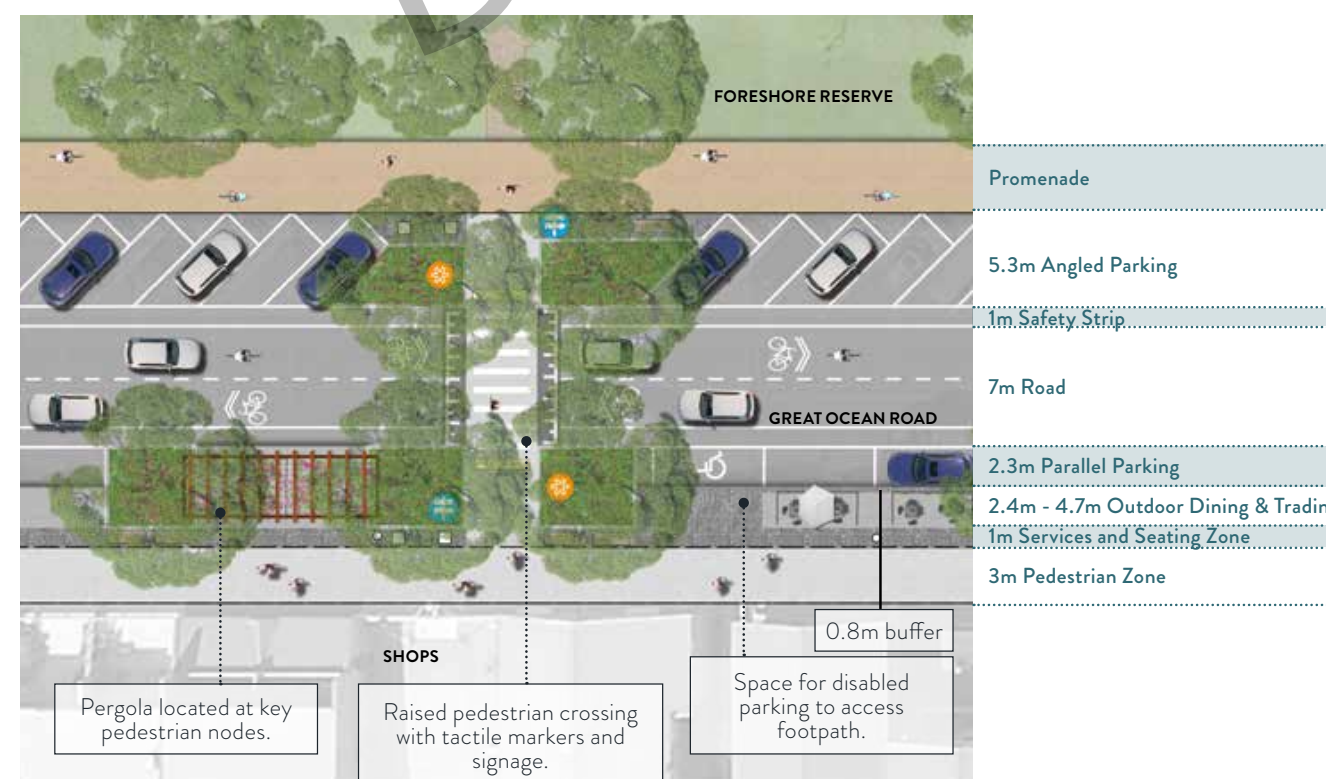


Figure 63. Proposed Plan - Outdoor Dining and Trading Zones - Two-Way

Other streets

Similar zones for outdoor dining and trading could be applied along other streets within the town centre.

Key considerations for these streets include:

- A minimum of 2.5m should be allowed for pedestrian circulation. This allows space for people to pass each other in the street.
- The minimum width of an outdoor dining and trading area should be 600mm.
- Businesses should have a clear view of the outdoor dining and trading area from the inside to ensure effective monitoring.

4.11 Wayfinding

Wayfinding aims to help guide people through a space and enhance their understanding and experience of their environment. It can include directional signage, interpretive signage, public art and public realm treatments such as paving and furniture.

The Streetscape Plans identify a number of wayfinding opportunities at key nodes and decision points along key pedestrian paths within the commercial heart. These are identified on Figure 18-25.

While the design of all signage should be considered as part of a broader signage and wayfinding strategy for Apollo Bay, consistent wayfinding signage should be provided to delineate entries and exits, key networks, key destinations and attractions, parking and loading areas within the streetscape. Signage within the streetscapes should be consistent in style and form and reflect the coastal character of Apollo Bay. Further guidance regarding wayfinding is located in Section 5 - Streetscape Design Guidelines.

4.12 Public Art

While specific locations for public art have not been identified, the Streetscape Plan encourages the incorporation of public art within the landscape and public realm. Public art could include sculpture, lighting, paving and planting treatments. Public art should reflect the local qualities of Apollo Bay, its community, environment and history and be carefully considered and located. Further guidance regarding public art is located in Section 5 - Streetscape Design Guidelines.



Image 13. Public art can assist with wayfinding throughout the town centre.

4.13 Planting

The Streetscape Plans propose a new approach to planting within the town centre. The new planting approach aims to:

- Provide consistency, legibility and assist in wayfinding.
- Increase street tree and ground cover planting throughout the town centre.
- Provide species that will perform well under harsh growing conditions.
- Provide species that reflect the coastal and local qualities of Apollo Bay.
- Provide species that contribute to the biodiversity and environment of Apollo Bay.
- Provide species that change during the seasons and include flowering displays to provide interest and change.
- Provide canopy tree species that provide sufficient shade for pedestrian, while having a distinct form and qualities that contribute positively to the character and appearance of streetscapes.
- Provide special planting features at key locations to enhance wayfinding and legibility within the town centre.
- Ensure greening within the streetscape, all year round.

The Streetscape Plans (refer Figure 18-25) outline the following planting treatments for key streetscapes:

4.13.1 Great Ocean Road

Along the Great Ocean Road, the proposed species is *Ficus rubiginosa* (Port Jackson fig), planted at regular spacings as a single feature tree and unifying element along the commercial centre streetscape. This evergreen species feature dark shiny leaves with a rusty brown back and has a large spreading form, suitable for providing shade along footpaths. Small flowers provide seasonal variation.

Banksia integrifolia and *Banksia marginata* are proposed to be planted in groups in kerb outstands. These will be used to highlight pedestrian crossing locations and key pedestrian spaces within the street. They feature spectacular and distinct flowers, are well suited to the harsh environment and provide a strong visual connection to the coastal qualities of Apollo Bay.

4.13.2 Pascoe Street

Along Pascoe Street, the proposed species is *Angophora costata* (Smoothbarked Apple), planted as an avenue and in multiple groups along the street. This provides a distinct character to the streetscape. This evergreen tree is a hardy, medium sized tree and with a generally dense canopy. It features a range of trunk forms that when grouped provides a unique feature. In summer, spectacular cream flowers provide further visual interest.

Several feature tree species will be used in specified locations such as major road crossings and laneways. These trees will primarily act as visual markers. Proposed species will include: *Eucalyptus viminalis* ssp. *pryoriana*, *Acacia melanoxylon*, *Banksia integrifolia* and *Banksia marginata*. Refer to Section 5.9 for further details.

4.13.3 Other Streets

Several tree species will be used along Thomson Street, Hardy Street, Moore Street and McLaren Street. Proposed species include: Eucalyptus viminalis ssp. pryoriana , Acacia melanoxylon, Banksia integrifolia, Banksia marginata and Leptospermum laevigatum. These can be planted as a single feature tree or in multiple groups along the street, providing variety and interest and a relaxed and informal character to the streetscape.

4.13.4 Ground Cover Planting

Within the town centre, groundcover planting will be used to provide a unifying green element, provide separation between cars and pedestrians, reduce hardscape surfaces, and enhance biodiversity. Groundcover plants will be a feature of the town centre streetscape and reinforce the qualities of the local coastal environment.

The Streetscape Plans propose to provide groundcover planting along the retail side of all streets within the town centre. It is also located at key intersections. This clearly distinguishes the retail areas from the surrounding residential areas and contributes to creating a green oasis within the commercial heart of Apollo Bay.



Image 14. Garden bed planting can unify the street and separate cars and pedestrians.

4.13.5 Pergolas

Pergolas will be provided as a reoccurring feature across pedestrian areas with Apollo Bay. They should be combined with planting elements, including climbers to soften the form. They will function as:

- A built element that identifies pedestrian settings, provides shade and amenity and a pedestrian scale to the street.
- An feature that changes across pedestrian locations.
- An evergreen or deciduous planting features which provides shelter, and summer and autumn colour to the pedestrian environment.

Refer to Section 5.11 for further information regarding planting and Section 4.11 regarding pergolas.



Image 15. Pergolas to provide shade and amenity to a pedestrian setting.



5 STREETScape DESIGN GUIDELINES

5.1 Overview

The following design guidelines have been created to provide guidance and direction for the detailed design of streetscape upgrades along the Great Ocean Road and Pascoe Street, in the commercial centre of Apollo Bay, so that it is consistent with the intent and requirements of the CIP. The guidelines aim to provide a sustainable and contemporary design for the streetscapes and to ensure future upgrades:

- Respond to the themes of Apollo Bay, including its history, environment and people;
- Respond to the changing needs of the community including the aging population;
- Consider a site responsive approach to design;
- Consider climate change and the environmental conditions of the coastal setting; and
- Contribute to the relaxed coastal character of Apollo Bay.

NOTE: All images are indicative only.

5.2 Policy Guidance

All works must be consistent with local policy and meet relevant Australian Standards.

5.3 Paving Typologies

5.3.1 Pavement design considerations

Street pavements are a significant part of the public realm and their quality has a direct effect on the pedestrian experience of a place.

- Pavements should be the unifying element in the streetscape, setting a clear canvas for other streetscape elements which may provide contrast, movement and texture.
- Pavements should provide clear distinction between pedestrian priority footpaths and vehicle use areas.
- Pavements should be comfortable and allow ease of movement for all users including people with different degrees of abilities.
- Pavements should be a consistent pattern with occasional textural, size and colour variations to alert users of change of conditions or hazards.
- Pavements should reinforce streetscape hierarchy and pathways or connections.
- Pavement material should be high quality, durable, robust, easy to maintain and install, remove and relay.
- Paving materials should also take into account the embodied energy required in the production of the material.

Appropriate paving materials could include:

- Concrete, exposed aggregate feature paving and saw cut paving;
- Natural stones and rocks; and
- Asphalt paving.

The Foreshore Promenade is a key feature. High quality feature paving should be used to ensure it is attractive and readily identifiable in Apollo Bay.

Pedestrian thoroughfares will require tactile indicators. Each case will be different and reference must be made to Australian Standard AS 1428.4.1 - 2009 to ensure compliance.



Image 16. Indicative example of Natural Stone Paving and Sawn Cut Concrete

5.4 Street Furniture

5.4.1 Street furniture considerations

Streetscape furniture creates settings for resting, sitting, dining and social gatherings with friends and family. These settings are important for the elderly, less mobile and young families as they provide relief and comfort. Properly selected and placed furniture can encourage people to venture outside and enjoy and activate the public domain.

The furniture palette should be consistent across the town centre, with feature bespoke items dedicated to special streets and special places. The main objective is to create easily maintained, convenient and publicly accessible amenities that do not interrupt the pedestrian or traffic flow.

The placement of street furniture should be based on the street function and relate to the patterns and design of hard landscape elements. Street furniture should not give an appearance of being cluttered and where possible, amenities should be grouped and arranged in a linear sequence along a street or to direct movement.

Furniture should be selected to meet the different needs of different users and be constructed from safe materials to prevent injury, without sharp edges or entrapment gaps. It should also respond to the challenge of climate change through sustainable design and fabrication and be suitable for use in a marine and coastal environment.

Furniture should be securely mounted onto the sub-surface blinding slab to conceal fasteners.

The choice of material should be consistent with other street furniture styles within Apollo Bay and meet the objectives outlined in 5.1.

The following furniture palette should be considered for use in the Apollo Bay Town Centre.

5.4.2 Street furniture palette

Bench Seats

Recycled composite slatted bench seats are currently used in Apollo Bay. These have a timber appearance that brings warmth to the streetscape, is visually appealing, while complementing the existing coastal character.

Materials for bench seats should reflect the relaxed coastal character of Apollo Bay and complement existing furniture items and those proposed in the Harbour and Apollo Bay Foreshore. Appropriate materials could include:

- Concrete;
- Enviroslat Composite or Timber-look Aluminium;
- Natural stones and rocks; and
- Stainless steel (marine grade) or corten steel.

Ergonomic designs and arm rests should be provided to assist people who may have difficulty standing. Legs and arm rests, as well as other fittings should be marine grade stainless steel or galvanised and dark grey or black in colour. A consistent form should be adopted for all beach seats throughout the Apollo Bay Town Centre.

Placement and Position

- Position seats to take advantage of summer shade, winter sun and where there are multiple interesting views or activities.
- Ensure seating does not obstruct pedestrian movement and is located adjacent to a path.
- Ensure seats are located 400mm from back of kerb, where appropriate.

- Locations of existing seats should be re-considered at time of maintenance and be either moved or retained in place.
- Spacing between seats (inclusive of bench and seating with backs) to be approximately 100m.

Recommended Use

- Adjacent to the footpath and at key nodes, where there are multiple interesting views or activities.



Image 17. Existing bench seat used within the Apollo Bay Town Centre streetscape.



Image 18. Indicative example of bench seat styles and forms for use within the Apollo Bay Town Centre streetscape.

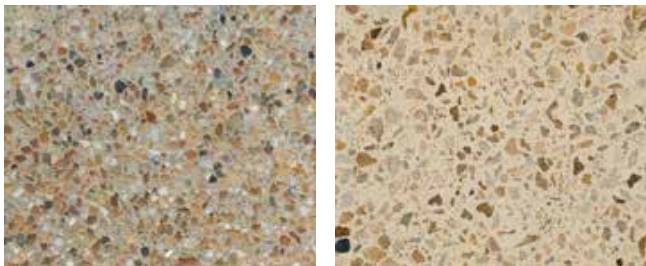


Image 19. Indicative example of Exposed Aggregate Concrete



Image 20. Indicative example of Insitu Concrete

Seat with back

Recycled composite slatted seats are currently used within Apollo Bay. A similar palette and aesthetic will provide consistency between all street furniture.

Materials for should reflect the relaxed coastal character of Apollo Bay and complement existing furniture items and those proposed in the Harbour and Apollo Bay Foreshore. Appropriate materials are outlined under bench seats.

Ergonomic designs and arm rests should be provided to assist people who may have difficulty standing. Legs and arm rests, as well as other fittings should be marine grade stainless steel or galvanised and dark grey or monument in colour. A consistent form should be adopted for all seats throughout the commercial centre.

Placement and Position

- Locate facing shopfronts or points of interests. Backs should face inactive spaces such as walls or garden beds.
- Position seats to take advantage of summer shade, winter sun and where there are interesting views or activities in one direction.
- Ensure seating does not obstruct pedestrian movement and is located adjacent a footpath.
- Locations of existing seats should be re-considered at time of maintenance and be either moved or retained in place.
- Spacing between seats (inclusive of bench and seating with backs) should be approximately 100m.

Recommended Use

Adjacent footpaths and at key nodes, where there are interesting views or activities in one direction.



Image 21. Existing seat with back used within the Apollo Bay Town Centre streetscape.



Image 22. Indicative example of seating styles and forms for use within the Apollo Bay Town Centre streetscape.

Custom Seat

Custom seats can themselves be a piece of public art. They can add visual interest, character and identity to a streetscape and can assist with wayfinding. Custom seats maybe incorporated into planters and low retaining walls and should utilise materials consistent with other streetscape elements set out in this report.

Design Consideration

Custom seats should:

- Contribute to the cultural identity and create a distinctive sense of place;
- Respond to themes of Apollo Bay, including its history, environment and people;
- Utilise materials consistent with the materials palette set out in this report. Appropriate materials could include:
 - Concrete;
 - Enviroslat Composite or Timber-look Aluminium;
 - Timber, especially hard wearing and heavy timbers;
 - Natural stones and rocks; and
 - Stainless steel (marine grade) or corten steel;
- Lighting of seating should complement lighting in public areas.

Placement and Position

- As per bench seating and seating with backs.

Recommended Use

Sparsingly, at intersections or key activity nodes.

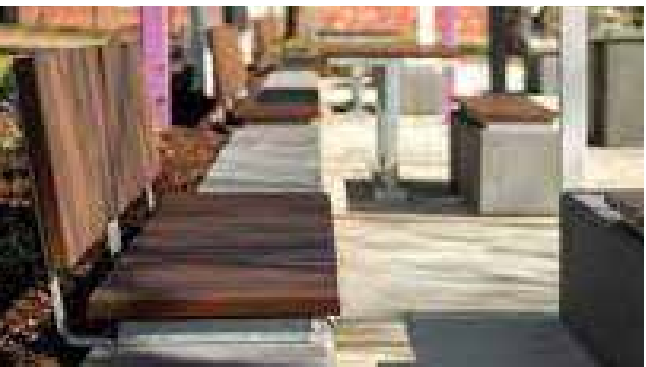


Image 23. Indicative example of seating styles and forms for use within the Apollo Bay Town Centre streetscape.

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Bike Hoops

Simple bicycle hoops and racks should be used within the streetscape and at key destinations to encourage cycling within Apollo Bay. A stainless steel spiral bike rack is currently used along Hardy Street and is suitable for significant destinations where toilets and other key facilities are provided.

Bike hoops and racks should be simple and contemporary in form and marine grade stainless steel or galvanised for corrosive protection and durability. A consistent form should be adopted for all bike hoops throughout the Apollo Bay Town Centre streetscapes.

Bike hoops and racks should be compliant with AS 2890-2015.

Placement and Position

- Provide bike hoops adjacent to a footpath to ensure all weather access.
- Ensure bike hoops do not obstruct pedestrian movement (especially along a path).
- Do not obscure or detract from key views and features.
- Locate where there is sufficient lighting and passive surveillance.

Recommended Use

Provide at key entry points into the town centre or in close proximity to car parking areas, shopping centres or toilets. Refer to Streetscape Plans for indicative locations.



Image 25. Example of existing bike rack within the Apollo Bay Town Centre streetscape.



Image 26. Indicative example of bike hoop styles and forms for use within the Apollo Bay Town Centre streetscape.

Litter Bins and Recycling Centres

Litter bins are used throughout the town centre and are an essential facility for residents and visitors. Currently the placement of these are ad-hoc and clutter the streetscape, while the forms are inconsistent.

A 120 litre litter receptacle constructed from marine grade stainless steel or powder coated mild steel with punch perforated sheet panels with a locally customised council logo cutout on all sides, is preferred.

The steel lid and steel construction makes it easy to maintain and prevents water entering, litter fly away and birds perching on it.

Placement and Position

- Position bins lid and bin door opening to generally face towards shopfronts.
- Install recycling and general waste bins adjacent to each other.
- Provide litter bins in close proximity to car parking areas, seating, toilets or at intersections.
- Ensure litter bins do not obstruct pedestrian movement (especially along a path).
- Do not obscure or detract from key views and features.
- Spacing between bins to be approximately 100m.

Recommended Use

Litter bins should be used throughout the town centre, primarily along shopfronts, in close proximity to car parking areas, seating, toilets or at intersections. Bins should be collocated with services such as light poles etc. to minimise disruption and clutter in the streetscape.



Image 24. Indicative example of litter bin styles and forms for use within the Apollo Bay Town Centre streetscape.

Bollards

Currently timber bollards are used within town centre to demarcate spaces and provide a barrier between pedestrian and vehicle areas. While these reflect the coastal character of the town, they appear dated. These should be gradually replaced overtime.

Simple, contemporary bollards that utilise chunky forms and more robust materials i.e. marine grade stainless steel or corten; should be incorporated throughout the town centre streetscapes. New bollards should complement and appropriately transition from bollards being proposed in the Harbour precinct.

Where bollards are intended to direct and discourage pedestrian access, steel cable or chain fencing should be provided between bollards.

Timbers bollards should be sourced from sustainability managed plantations, salvaged or recycled sources.

Placement and Position

- Ensure bollards do not obstruct pedestrian movement, (especially along a path). This includes DDA access.
- Concealed in concrete footing to finish below final surface level, as per manufacturers details.

Recommended Use

Bollards should be used where they provide a safety barrier for pedestrians or vehicular traffic, prevent vehicle access, direct pedestrian access and as part of the general design for sign posts and other items to be fixed to.



Image 28. Existing bollards provided at key intersections within the Apollo Bay Town Centre streetscape.



Image 29. Indicative example of bollard styles and forms for use within the Apollo Bay Town Centre streetscape.

Drinking fountain and refill stations

The provision of drinking fountains and refill stations will support cycling and walking within the town centre. These should be limited to key destinations within the town centre streetscape, and ideally located within the foreshore reserve.

Simple marine grade stainless steel drinking fountains and refill stations should be provided in conjunction with bike racks, as appropriate. Drinking fountain with dog bowl are preferred.

Placement and Position

- Provide drinking fountains and refill stations adjacent to a footpath to ensure all weather access and DDA access.
- Ensure drinking fountains do not obstruct pedestrian movement (especially along a path).
- Do not obscure or detract from key views and features.
- Place to allow runoff into nearby garden bed or lawn areas.

Recommended Use

Locate with bike hoops and racks at key entry points into commercial centre or in close proximity to car parking areas, shopping centres or toilets.



Image 27. Indicative example of drinking fountain for use within the Apollo Bay Town Centre streetscape.

Pergolas

Pergolas are proposed as a reoccurring feature across pedestrian areas. They will provide a pedestrian scale to the street and amenity and shade to key pedestrian settings, assist in wayfinding and add colour and interest to the streetscape.

The structure itself should appear lightweight, contemporary and minimalist. It should provide some level of shading, allow for streetscape greening (via climbers etc.) and not visually dominate the streetscape or detract from key views.

Design Consideration

While the design of the pergolas are subject to further detailed design, they should:

- Reflect the local qualities of Apollo Bay and its history and be carefully considered and located.
- Relate to buildings and the coastal character of Apollo Bay;
- Respond to climate change through sustainable design and fabrication;
- Utilise the following materials:
 - Timber, especially heavy timbers;
 - Natural stones and rocks (to be used sparingly as a feature only); and
 - Stainless steel (marine grade) or corten steel.
- Lighting of the pergola should complement lighting in public areas.

Placement and Position

- Ensure pergolas do not obstruct pedestrian movement (especially along a path).
- Do not obscure or detract from key views and features.

Recommended Use

As identified in the streetscape plans and key pedestrian seating nodes.



Image 30. Indicative example of pergola for use within the Apollo Bay Town Centre streetscape.

Planter Boxes and Low Walls

Planter boxes and low walls maybe used along the Great Ocean Road streetscape to define garden bed planting and or provide additional seating within the streetscape. These should only be used at key intersections or key activity nodes and should utilise materials consistent with other streetscape elements set out in this report.

High walls (greater than 0.6m) are not supported within the town centre as these are considered to impede views and limit passive surveillance opportunities.

Design Consideration

Planter boxes and low walls should:

- Contribute to the cultural identity and create a distinctive sense of place;
- Respond to themes of Apollo Bay, including its history, its environment and its people;
- Utilise the following materials:
 - Concrete;
 - Timber, especially heavy timbers;
 - Natural stones and rocks; and
 - Stainless steel (marine grade) or corten steel.
- Lighting of the planter box and low wall should complement lighting in public areas.

Placement and Position

- Adjacent garden beds only.

Recommended Use

Sparingly, at intersections or key activity nodes.



Image 31. Indicative example of planter box and low wall styles and forms for use within the Apollo Bay Town Centre streetscape.

5.4.3 Typical Furniture Placement

The following provides typical examples for the placement of furniture along the Great Ocean Road streetscape.

Furniture should generally be grouped and located within service and seating zones as identified on the Streetscape Plans and within Section 4.7 Outdoor Dining and Trading.

While specific locations for furniture will need to be considered as part of detailed design (due to the need to confirm servicing locations, awning poles and other elements within the streetscape), the following demonstrates an indicative arrangement for furniture in the services and seating zone including the arrangement of two bench seats, as well as two bike hoops and two rubbish bins.

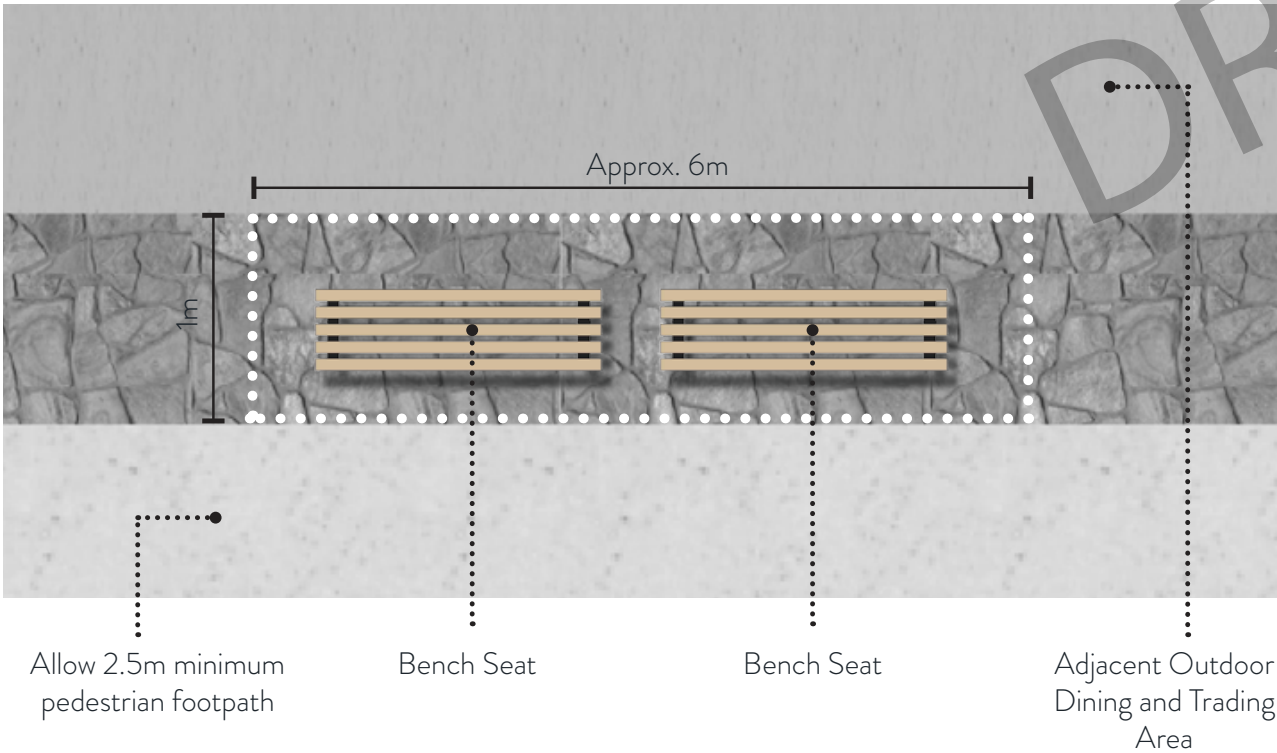


Figure 64. Furniture Arrangement Type 1 - Bench Seats within the service area of the road cross section.

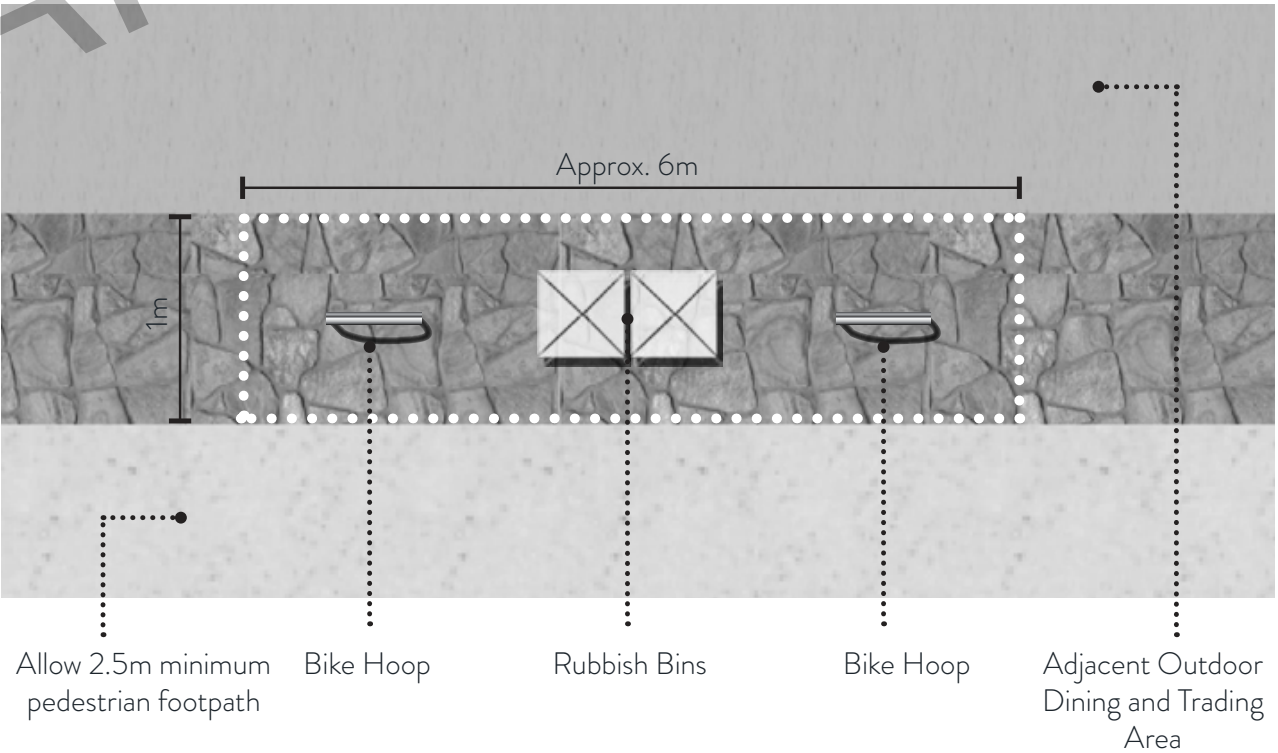


Figure 65. Furniture Arrangement Type 1 - Bike Hoops and Bins within the service area of the road cross section.

5.5 Lighting

Street and Footpath Lights

Lighting enables parts of the streetscape to be used during the evening and early in the morning, as well as improves passive surveillance opportunities.

Street lights should be consistent, inconspicuous and not obscure or detract from the landscape setting and views of the coast and hinterland. It should be located in areas to improve safety.

Existing street lighting includes steel street poles along the Great Ocean Road and lights mounted to electrical poles in the side streets and Pascoe Street. These should be retained.

Additional footpath lighting is currently also provided along the Great Ocean Road. This lighting is more distinct and comprises a blue pole with globe lighting with metal detailing. Similar in style to the existing bollards, these are dated.

Simple, contemporary and energy efficient pole top luminaries with asymmetrical flat beam light distribution or surface washers should replace these dated footpath lights. Dark grey or black in colour is preferred to help these fixtures blend into the surroundings.

Street lights should be compliant with AS/NZS 1158:2005.

Placement and Position

- Spacing as per manufacturers standards.
- Ensure light poles do not obstruct pedestrian movement (especially along a path).
- Do not obscure or detract from key views and features.



Image 32. Existing street lighting provided along the Great Ocean Road within the Apollo Bay Town Centre streetscape.



Image 33. Indicative example of street footpath lighting styles and forms for use within the Apollo Bay Town Centre Streetscape.

Recommended Use

Lighting should be provided along all commercial streets and at other locations as the context demands to ensure all footpaths are lit to a safe level to encourage greater use in the evening and early mornings throughout the year.

Feature Lights

Feature lighting can be used to highlight key features and intersections within the streetscape and can enhance the amenity and identity of the town centre streetscape. Feature lighting needs to consider the night sky experience that is highly valued in coastal towns and the impacts on flora and fauna overnight. Feature lighting should therefore be used sparingly, with timed lighting preferred.

Feature lights should be compliant with AS/NZS 1158:2005.

Placement and Position

- Ensure light poles do not obstruct pedestrian movement (especially along a path).
- Do not obscure or detract from key views and features.
- Ensure lighting does not create distractions or issues for motorists.

Recommended Use

At key entry points into commercial centre, to highlight key intersections, features (such as the ANZAC memorial) or feature street trees.



Image 34. Indicative examples of feature lighting styles and forms for use within the Apollo Bay Town Centre streetscape.

5.6 Wayfinding and Signage

Wayfinding aims to guide people through a space and enhance their understanding and experience of their environment. It can include directional signage, interpretive signage, public art and public realm treatments such as paving and furniture.

Informational and wayfinding signage already exists in the Apollo Bay town centre and foreshore reserve. The design of all signage should be considered as part of a broader wayfinding strategy for Apollo Bay and consistent wayfinding signage should be provided to delineate entries and exits, key networks, key destinations and attractions, parking and loading areas within the streetscape. This broader wayfinding strategy should consider the following matters:

Strategy

Generally, the signage approach should be to add useful and necessary signage in a very subtle way. The strategy should utilise existing signage so as to be cost effective. In addition, and where possible, new signs should be mounted on existing walls and small signage in the ground plane, rather than on new posts.

Design Considerations

- Include multiple languages to cater for international visitors.
- Include Traditional Owner language, where appropriate.
- Consider users of all ages and abilities (i.e. dementia and vision impaired friendly signage).
- Small maps can be incorporated into small signage blades, as appropriate.
- Include times and distances for walking and cycling, where appropriate.

Placement and Position

- Large signs should be used sparingly throughout the town. Where possible, utilise wall-mounted signs to avoid signage clutter.
- Smaller wayfinding signage could be incorporated onto footpaths or in garden areas.
- Ensure wayfinding signage does not obstruct pedestrian movement (especially along a path).
- Do not obscure or detract from key views and features.
- Consolidate signage where-ever possible.

Recommended Use

Provide at key entry points into the town centre, at key intersections and in close proximity to car parking areas, shopping centres or toilets.



Image 35. Existing wayfinding signage located along the Apollo Bay foreshore.



Image 36. Simple wayfinding signage with map.



Image 37. Example of signage identified in the COSC Active Transport Strategy.



Image 38. Small maps can be incorporated into small signage blades.

5.7 Public Art

Public art is a great way to add visual interest, character and identity into a streetscape and can assist with wayfinding. It can bring vibrancy to a streetscape and reflect the values of the community, its heritage, environment and people.

The Apollo Bay town centre provides a great venue for high profile public art. Both a walkable town centre and a tourist town, the opportunities for public art are significant.

While specific locations for public art have not been identified in this document, the incorporation of public art within the streetscape is encouraged. Public art could include sculpture, lighting, paving and planting treatments. Public art should reflect the local qualities of Apollo Bay and its history and be carefully considered and located.

Design Consideration

Public art should:

- Contribute to the cultural identity and create a distinctive sense of place;
- Respond to themes within Apollo Bay, including its history, its environment and its people;
- Relate to buildings and the coastal character of the Apollo Bay;
- Respond to the challenge of climate change through sustainable design and fabrication;
- Utilise materials consistent with the materials palette set out in this report. Appropriate materials could include:
 - Concrete;
 - Timber, especially heavy timbers;
 - Natural stones and rocks; and
 - Stainless steel (marine grade) or corten steel.

- Utilise forms reminiscent of past site uses; and
- Lighting of public art should complement lighting in public areas. Refer Section 5.5.

Placement and Position

- Ensure public art does not obstruct pedestrian movement (especially along a path).
- Do not obscure or detract from key views and features.

Opportunities

- Temporary art works allow a great deal of flexibility. Refer Section 5.8.
- Blank building walls provide an excellent canvas. Side streets such as McLaren, Nelson, Hardy and Moore Streets, as well as mid-block laneways are ideal for this type of public art.
- To support locals and Traditional Owners through by using of local material, businesses and engaging local and Traditional Owner artists.
- To seek local and community input to generate, test and develop public art ideas for the three towns.
- Stand alone pieces located at key nodes and decision points along key pedestrian paths to assist in wayfinding.
- Incorporated into a streetscape footpaths and garden areas.
- Wayfinding can be incorporated into public art.
- Subtle details embedded into streetscape paving.
- Lighting incorporated into public art to add another dimension to the streetscape.



Image 39. Example of public art that might be considered within the streetscape.

5.8 Temporary Installations

Given the high volumes of people competing for space within the town centre streetscape, temporary streetscape features could be employed from time to time, where they complement the retail offering and uses along the streetscape.

The temporary or ‘pop up’ culture is having an impact across the world, and while it’s not always appropriate, there is a place for it when:

- Improvements need to be made quickly.
- Improvements need to be made inexpensively.
- As a way of testing a streetscape improvement with the community. If it proves to be unpopular, the intervention can be removed.

Opportunities

The benefits of widening footpaths along the Great Ocean Road have been tested through use of temporary installations. There are opportunities to test other interventions proposed as part of the streetscape plans prior to funding for permanent improvements.

Other opportunities include:

- Encouraging busking or music on the street can dramatically change the street for an hour or an afternoon.
- Movable furniture can quickly liven up a space.
- Temporary art installations can completely change a space for a short or long period of time. Refer Section 5.7.
- Temporary planting to turn a space into somewhere pleasant to sit and relax.
- Temporary lighting to add another dimension to the town centre.

Larger installations and events should be located within the foreshore reserve, subject to approval from the relevant responsible authorities.



Image 40. Example of temporary installations that might be considered within the streetscape.

5.9 Planting

5.9.1 Street Trees

Street trees are a significant component of the urban fabric. Street trees have the ability to transform the physical appearance of the street, provide environmental, aesthetic and economical benefits.

Priority should be given to implementing street trees as they create a sense of place and enhance the public domain.

The environmental benefits of street tree planting include:

- Carbon storage and release oxygen.
- Provide shade relief to footpaths, cars and buildings.
- Are natural pollution filters for the air and water system.
- Captures and slow runoff to reduce erosion of soils.
- Provide habitat and food source for wildlife.
- Reduction of urban heat island effects.

The social benefits of street tree planting include:

- Establishing amenity, visual character and identity for a town and its community.
- Providing a temporal visual element in the street – something which can express both the seasonal change and special events and celebrations.
- Providing shade for pedestrian and reduce ambient temperatures.
- Establishing subtle visual separation between cars and pedestrian spaces and calming traffic by providing a barrier between pedestrians.

- Connecting the surrounding foothills to the foreshore through street tree planting will improve the overall appeal of the town for residents and visitors.

Placement and Position

As identified in the streetscape plans and described in Section 4.10.

5.8.1 Garden Bed Planting

Garden bed planting more generally enhances the quality and appearance of the streetscape. Streetscape planting helps to enhance the biodiversity and habitat within the streetscape and creates a more ecologically connected urban landscape. It also helps to reduce the amount for paving in the streetscape, reducing urban heat island effects and can help to delineate spaces and direct pedestrian traffic.

Streetscape planting must be resilient due to harsh growing conditions, infrastructure and traffic constraints. Like street trees, planting has the ability to transform the physical appearance of the street, provide environmental, aesthetic and economical benefits.

Placement and Position

As identified in the streetscape plans.



Image 41. Example of streetscape planting that encourages biodiversity outcomes.

5.9.2 Plant Schedule

The following plant schedule provides a selection of species for use as street trees and within garden beds in town centre streetscape.

Species have been selected that are robust and tolerant, suited to the local conditions and due to their visual appearance. Where possible, indigenous species have been proposed, including species that add visual interest and seasonal variety to the streetscape.

Botanic Name	Common Name	Mature (H x W)	Deciduous/ Evergreen	Form
Trees				
<i>Acacia melanoxylon</i>	Blackwood	12 x 5.0m	Evergreen	Oval
<i>Angophora costata</i>	Smooth-barked Apple	20 x 12m	Evergreen	Broad-domed
<i>Banksia integrifolia</i>	Coastal Banksia	15 x 6.0m	Evergreen	Broad-domed
<i>Banksia marginata</i>	Silver Banksia	5.0 x 4.0m	Evergreen	Broad-domed
<i>Corymbia citriodora</i> 'Scentuous'	Dwarf Lemon Scented Gum	7.0 x 3.0m	Evergreen	Oval
<i>Eucalyptus viminalis</i> ssp. <i>pryoriana</i>	Gippsland Manna Gum	12 x 7.0m	Evergreen	Oval
<i>Ficus rubiginosa</i>	Port Jackson Fig	20 x 20m	Evergreen	Broad-domed
Shrubs, Grasses & Groundcovers				
<i>Atriplex semi baccata</i>	Berry Saltbush	0.4 x 1.0m	Evergreen	
<i>Banksia spinulosa</i> 'Birthday Candles'	Dwarf Hairpin Banksia	0.5 x 1.0m	Evergreen	
<i>Chrysocephalum apiculatum</i>	Yellow Buttons	0.4 x 0.9m	Evergreen	
<i>Carpobrotus rossii</i>	Native Pig Face	0.25 x 1.0m	Evergreen	
<i>Correa alba</i>	White Correa	1.5 x 1.5m	Evergreen	
<i>Correa</i> 'Dusky Bells'	Salmon Correa	0.8 x 3.0m	Evergreen	
<i>Correa pulchella</i> 'Autumn Blaze'	Correa 'Autumn Blaze'	0.3 x 1.5m	Evergreen	
<i>Correa reflexa</i> var. <i>nummulariifolia</i>	Roundleaf Correa	0.15 x 1.0m	Evergreen	
<i>Dianella revoluta</i> var. <i>brevicaulis</i>	Coast Flax-lily	0.5 x 0.5m	Evergreen	
<i>Eremophila glabra</i> 'Grey Horizon'	Grey Emu Bush	0.25 x 1.0m	Evergreen	
<i>Eriostemon myoporoides</i>	Long-leaf Waxflower	1.0m x 2.0m	Evergreen	
<i>Goodenia ovata</i>	Hop Goodenia	1.0 x 1.0m	Evergreen	
<i>Lepidosperma concavum</i>	Sandhill Sword Sedge	0.5 x 0.2m	Evergreen	
<i>Leucophyta brownii</i>	Cushion Bush	1.0 x 1.0m	Evergreen	
<i>Leucopogon parviflorus</i>	Coast Beard Heath	2.0 x 1.5m	Evergreen	
<i>Lomandra filiformis</i>	Wattle Mat Rush	0.5 x 0.2m	Evergreen	
<i>Lomandra longifolia</i>	Spinyheaded Mat-rush	1.0 x 1.0m	Evergreen	
<i>Poa sieberiana</i>	Grey Tussock Grass	1.0 x 1.0m	Evergreen	
<i>Rhagodia candolleana</i>	Seaberry Saltbush	2.0 x 2.0m	Evergreen	
<i>Westringia fruticosa</i> 'Mundi'	Coastal Rosemary	0.5 x 1.5m	Evergreen	

5.9.3 Plant Palette - Trees

Great Ocean Road (single avenue planting)



Ficus rubiginosa
Port Jackson Fig

Pascoe Street (single and multiple groups)



Angophora costata
Smooth-barked Apple

Other Streets



Acacia melanoxylon
Red Ironbark



Banksia integrifolia
Coastal Banksia



Banksia marginata
Silver Banksia

Great Ocean Road (feature group planting)



Banksia integrifolia
Coast Banksia



Banksia marginata
Silver Banksia



Corymbia citriodora 'Scentuous'
Dwarf Lemon Scented Gum



Eucalyptus viminalis ssp. *pryoriana*
Gippsland Manna Gum

5.9.4 Plant Palette - Hedges, Shrubs, Grasses and Groundcovers



Atriplex semi baccata
Berry Saltbush



Banksia spinulosa 'Birthday Candles'
Dwarf Hairpin Banksia



Chrysocephalum apiculatum
Yellow Buttons



Carpobrotus rossii
Native Pigface



Correa alba
White Correa



Correa 'Dusky Bells'
Salmon Correa



Correa pulchella 'Autumn Blaze'
Correa 'Autumn Blaze'



Correa reflexa var. *nummulariifolia*
Roundleaf Correa



Dianella revoluta var. *brevicaulis*
Knobby Club Rush



Eremophila glabra 'Grey Horizon'
Grey Emu Bush



Eriostemon myoporoides
Long-leaf Wax Flower



Lepidosperma concavum
Sandhill Sword Sedge



Leucophyta brownii
Cushion Bush



Lomandra longifolia (*)
Spiny-headed Mat-rush



Poa sieberiana
Grey Tussock Grass



Westringia fruticosa 'Mundi'
Coastal Rosemary





COMMUNITY
INFRASTRUCTURE
PLAN

PART B FORESHORE MASTER PLAN

DRAFT MAY 2022

APOLLO BAY - SKENES CREEK - MARENGO

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COMMUNITY INFRASTRUCTURE PLAN

Traditional Owner Acknowledgement

We acknowledge and respect the Gadubanud People of the Eastern Maar as the Traditional Owners of the land, waters, seas and skies within the study area and acknowledge their Cultural knowledge that has led to sustainable practices and has cared for Country over tens of thousands of years.

We honour Elders past and present and express gratitude for their sharing of wisdom that has ensured the continuation of Culture and Traditional practices.

We are committed to genuinely partner and meaningfully build relationships that reflect self-determination and enable us to work together with the Traditional Owners and Aboriginal communities to support the protection of Country, the maintenance of spiritual and Cultural practices, and together deliver on their broader aspirations in the 21st century and beyond.

Report Authors

This report has been prepared by Tract Consultants Pty Ltd (Landscape Architects, Urban Designers, Town Planners, Consultation), under the management of Colac Otway Shire Council and the Great Ocean Road Coast and Parks Authority.

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1 INTRODUCTION

1.1 Introduction

The foreshore areas within Apollo Bay, Skenes Creek and Marengo are a significant part of the beach experience for both residents and visitors. While each space is unique, a coordinated design strategy is required to guide much needed upgrades to the public realm and infrastructure, as well as ensure the foreshore areas continue to provide an engaging, accessible and sustainable place for locals and visitors to enjoy into the future.

Part B - Foreshore Master Plan forms part of the Community Infrastructure Plan (CIP) for Apollo Bay, Skenes Creek and Marengo. Its purpose is to provide a long term strategic vision and framework for improvements to foreshore areas within Apollo Bay, Skenes Creek and Marengo over the next 20-30 years.

The Foreshore Master Plan has been prepared in partnership with the Great Ocean Road Coast and Parks Authority (the Authority); who are the land and asset managers; as well as Colac Otway Shire Council (COSC). It represents the shared vision for continued appreciation of the foreshore as a place of visual beauty and recreation and a key destination for the local residents and visitors alike.

Part B - Foreshore Master Plan should be read in conjunction with the Project Overview, which outlines the purpose of the CIP, explains how the CIP was developed, consultation that has occurred and sets overarching principles for infrastructure provision into the future.

For further details, please visit <https://www.colacotway.vic.gov.au/Planning-building/Strategic-planning/Current-Strategic-projects/Community-Infrastructure-Plan-Apollo-Bay-Skenes-Creek-Marengo>

1.1.1 What is a Foreshore Master Plan?

The Foreshore Master Plan brings together a range of existing and CIP specific studies and projects, significant community and stakeholder input and state and local policies affecting the three towns. It provides conceptual plans and design guidance for future improvements that are in keeping with the unique character of each of the three towns and the surrounding community.

The Foreshore Master Plan guides how new structures and landscaping will look and how pedestrians and vehicles will move into and around each foreshore reserve. It considers erosion and climate change issues and the impacts this will have on infrastructure provision. It identifies community and recreational areas, where public facilities such as toilets, landscaping, picnic areas and car parks will be located and how the foreshore reserves will connect to and complement surrounding streets, parks, beaches as well as the Apollo Bay Town Centre and Harbour.

1.1.2 Why do we need a Foreshore Master Plan?

The Authority has for several years aimed to prepare a Central Foreshore Master Plan for Apollo Bay (Harbour to the service station) and for foreshore areas managed by the Authority between Skenes Creek and Marengo. The intent was a coordinated approach to establishing future priorities for use and development and maintaining the natural and cultural landscapes of these areas for the benefit of residents and visitors.

1.1.3 How will the Foreshore Master Plan be used?

The Foreshore Master Plan will be used to discuss and test concepts and ideas for upgrading and improving the foreshore areas within Apollo Bay, Skenes Creek and Marengo.

Following community and stakeholder consultation, supported concepts and ideas for the foreshore areas will form the basis of further testing and detailed design work through separate projects to develop estimate costs, establish feasibility and explore funding opportunities.

1.2 CIP & Report Structure

The CIP consists of four parts:

- Project Overview
- Part A - District Plan
- **Part B - Foreshore Master Plan**
- Part C - Harbour Development Plan

The project has already delivered Part C - Harbour Development Plan.

Figure 1 below, outlines the different parts of the CIP.

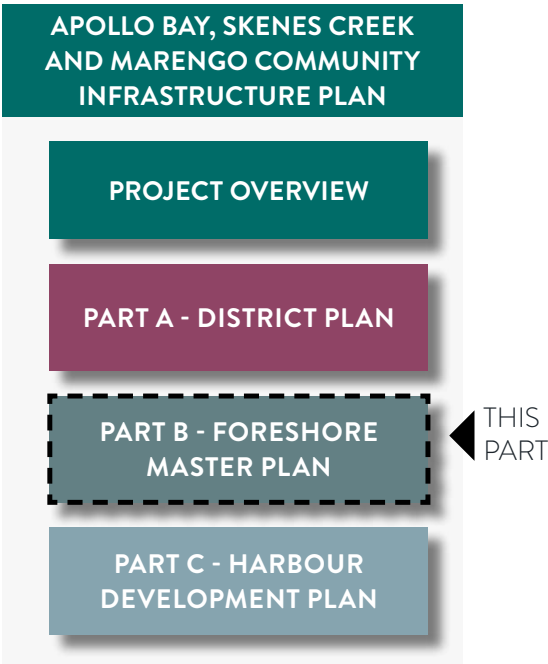


Figure 1. The parts of the CIP

The structure of Part B - Foreshore Master Plan is outlined below, in Figure 2.



Figure 2. Part B - Foreshore Master Plan Structure

1.3 The Study Areas

The Study Area for the Foreshore Master Plan include:

Apollo Bay Foreshore Study Area

Apollo Bay Foreshore is located between the Thomson Street, the Great Ocean Road (Great Ocean Road) and the Apollo Bay Golf Club. Refer Figure 5.

Apollo Bay Recreation Reserve Study Area

Apollo Bay Recreation Reserve is located to the south of the township and lies between the Great Ocean Road, Barham River and Gambier Street. Refer Figure 16.

Skenes Creek Study Area

The study area for the Skenes Creek Foreshore primarily comprises the foreshore and public car park areas along the south eastern side of the Great Ocean Road and Skenes Creek Reserve. Refer Figure 6.

Marengo Study Area

The study area for Marengo Foreshore is focused on the area of foreshore located along Hayleys Point Road (and partially Marengo Crescent), between the Great Ocean Road and Marengo Holiday Park. Refer Figure 7.

COMMUNITY INFRASTRUCTURE PLAN



Figure 3. Study Area - Foreshore Locations





2 CONTEXT

The context analysis for Apollo Bay, Skenes Creek and Marengo foreshore areas is based on past studies, desktop analysis, site visits, specialist technical reports and community and stakeholder engagement. The following is a summary of key policies, background and supporting material and analysis and consultation findings informing the Foreshore Master Plan.

Refer to Apollo Bay, Skenes Creek and Marengo CIP - Issues and Opportunities Paper and Apollo Bay, Skenes Creek and Marengo CIP Phase 1 and Phase 2 - Consultation Summary for additional details.

2.1 Policy Context

2.1.1 Victorian Marine and Coastal Act, 2018

The Marine and Coastal Act 2018 sets out the legislative arrangements and framework for protecting and managing Victoria’s marine and coastal environment. It includes objectives and guiding principles for the planning and management of the marine and coastal environment. The principles are:

- Integrated coastal zone management;
- Ecosystem-based management;
- Ecologically sustainable management;
- Evidence-based decision-making;
- Precautionary principle;
- Proportionate and risk-based principle; and
- Adaptive management.

These principles must be applied when planning for use or development of the marine and coastal environment.

Under provisions of the Marine and Coastal Act 2018, all use and development on coastal Crown land requires consent of the Minister for Energy, Environment and Climate Change, or a delegate, through application to the Department of Environment, Land, Water and Planning (DELWP). As such, the implementation of actions identified in each master plan will be further interrogated against the Act, and any additional legislative or policy pieces that come to fruition over the life of this plan, to ensure any further detailed planning continues to meet best practice coastal planning principles. A planning permit may also be required for use or development on marine and coastal Crown land.

2.1.2 Victorian Marine and Coastal Policy, 2020

The Marine and Coastal Policy came into operation in March 2020, superseding the ‘policy for decision making’ parts of the Victorian Coastal Strategy 2014. Established under the Coastal Management Act 1995, the Victorian Coastal Strategy 2014 set the long-term vision and framework for how we plan and manage the coast, guided by the Hierarchy of Principles, policies and actions. The “actions” in the Victorian Coastal Strategy 2014 will remain valid until such time as a Marine and Coastal Strategy is adopted (currently on public exhibition).

2.1.3 Draft Marine and Coastal Strategy, 2021

The draft Marine and Coastal Strategy will set the direction for achieving the long-term outcomes of the Marine and Coastal Policy 2021. It outlines priority actions to achieve the intended outcomes of the Policy over the next 15 years, including timeframes and responsibilities for delivery.

The draft Strategy seeks to:

- Empower Traditional Owners to fully integrate cultural values, uses and practices in the healing and ongoing management of Country.
- Build the foundations for long term climate adaptation in Victoria’s marine and coastal environment.
- Improve integration and co-ordination across governments, industries, and communities when planning and managing marine and coastal areas.
- Build the skills and capability of communities, managers, and governments to effectively plan and manage for a healthy and resilient marine and coastal environment.

The draft Strategy will do this by implementing six priority actions, as outlined in Figure 4:

Action 1.	Traditional Owners determine how their rights and obligations are embedded into planning and management of the marine and coastal environment.
Action 2.	Improve the condition and connectivity of habitats and respect and care for marine and coastal areas.
Action 3.	Support sustainable use and development of the marine and coastal environment by: <ul style="list-style-type: none">encouraging industries and recreational activities that are sustainable and adaptableproviding access to information and building skills of decision makers.
Action 4.	Adapt to impacts of climate change by: <ul style="list-style-type: none">normalising public conversations about climate changeapplying knowledge and science of climate impacts in the planning of adaptive responsescreating and adopting a state-wide approach to improve long-term resilience and adaptation to coastal hazards.
Action 5.	Implement integrated planning of the marine environment.
Action 6.	Identify resource needs and funding for sustainable marine and coastal management.

Figure 4. draft Marine and Coastal Strategy -Priority Actions

2.1.4 Coastal and Marine Management Plan

The Coastal and Marine Management Plan (CMMP) provides the strategic direction for the management of coastal Crown Land managed by the Authority. The CMMP is a requirement of the Marine and Coastal Act 2018 and in addition to land managed by the Authority it considers matters on coastal land that impact the marine environment and those that cross different land management arrangements.

The CMMP identifies the values of the coast and clarifies the issues and opportunities for management. Management will be guided by a strategic framework including the vision, goals and interim management outcomes for the five-year planning horizon. A set of strategic actions and an initial set of precinct scale actions will form the basis of implementation.

The vision for the CMMP has been aligned to the Marine and Coastal Act 2018, and updated to address current management issues and reflect contemporary community interests and considerations for the coast.

Supporting the vision are a set of six goals, that provide the direction and focus of management for the five-year planning period. These include:

1. Increase Traditional Owner inclusion and community participation.
2. Protect and enhance natural, cultural and heritage values.
3. Improve coastal infrastructure, access and facilities along the coast.
4. Manage risks from coastal hazards and climate change.
5. Manage use and development effectively and sustainably.
6. Increase awareness and knowledge of marine and coastal environments.

The CMMP includes a suite of actions focused on supporting community values and addressing critical management issues in response to long-term goals. Strategic actions address the overarching management responsibilities, whilst actions within precinct plans identify a set of initial priorities at the local scale.

2.1.5 Revised Siting and Design Guidelines for Structures on the Victorian Coast, 2020

The Siting and Design Guidelines for Structures on the Victorian Coast aims to inspire a creative and innovative approach to development in the marine and coastal environment that is considerate of the natural and cultural values and the challenges of climate change and population growth. It identifies successful practices to reduce the vulnerability of the coastline while managing coastal land and infrastructure, maintaining public access and enhancing visitor experience.

The Guidelines are structured around 15 fundamentals that guide the design of every structure. These include Traditional Owner heritage, coastal processes, geology, morphology, hydrology, vegetation and ecology, climatic conditions, views, public open space, local character and sense of place, heritage, public access, increased function and adaptability, sustainability and materials and finishes.

A key consideration relevant to the foreshore areas is that only structures that functionally need to be located near or in the water, or that significantly contribute to social values, should be on marine and coastal Crown land.

2.2 Key Analysis and Community and Stakeholder Findings

The following provides a summary of key analysis and consultation findings for each of the foreshore areas:



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Key Findings	How has this been considered in the Foreshore Master Plan?
Apollo Bay	
Walking and cycling connections along the foreshore are disjointed and could be improved. In particular the Great Ocean Walk is not continuous.	An integrated and connected networks of walking, cycling and multi purpose paths will be provided throughout the foreshore. These will provide a clear hierarchy of movement and will include a foreshore promenade along the edge of the Great Ocean Road, a new connected Great Ocean Walk shared trail, as well as other linked paths and trails.
The playground is a well-used by both residents and visitors. There is the potential to provide a more substantial facility that reflects the regional significance of this space and for use by a variety of people.	A new regional level play space will be provided at the centre of the foreshore reserve. It will allow for all ages and all abilities access.
Coastal dunes provide protection from coastal erosion and create an visual backdrop for the foreshore reserve.	The coastal dunes will be retained, expanded and revegetated to ensure they continue to provide coastal protection to the foreshore.
Alternative bus parking away from foreshore and the Great Ocean Road, as well as a visitor drop-off area should be provided.	A visitor drop off area will be provided along the Great Ocean Road, opposite the Visitor Information Centre to ensure visitors have easy access to information, toilets and connections to the foreshore. Longer term bus parking will be provided along Pascoe Street. Refer to Part A - District Plan for further details.
Additional tree planting should be provided for amenity and to reduce urban heating. Native replacement species are preferred.	Existing trees will generally be retained throughout the foreshore (except where they may need to be removed to allow for the redevelopment of the Surf Life Saving Club). New tree planting will be provided within the foreshore reserve, as well as along the Great Ocean Road to provide shade and amenity. Coast indigenous and native species are preferred and outlined in the Design Guidelines.
New uses proposed within the foreshore reserve are to be coastal dependant.	Only structures and uses that functionally need to be located near water, or that significantly contribute to social values are proposed within foreshore areas.
The festival and event area is in a prime location at the heart of the foreshore. In non event mode this space functions as a lawn and picnic area.	The festival and events space will be retained in the foreshore to allow for large events. Improved maintenance regimes will improve the aesthetics and functionality of this space as a lawn and picnic area in non event mode.
Two car parks are provided at Thomson Street and the Visitor Information Centre. These provide informal and inefficient parking.	Car park locations have been retained and formalised in the foreshore to provide more efficient parking and to reduce pedestrian and vehicle conflicts.
Existing public toilets are under pressure from increased visitation.	As recommended in the Draft COS Public Toilets Strategy, public toilets will be distributed at approximately 400m spacings throughout the foreshore. The size of public toilet facilities will however need to be informed by a demand analysis (to be undertaken separately).
There is no designated pedestrian connection to the Harbour along the coast.	There are a number of challenges including land ownership, pedestrian safety, environmental impacts and funding that impact this connection. An alternative foreshore trail (elevated boardwalk) is currently being explored by the Authority through a separate project and is subject to further technical investigations and consent under the Marine and Coastal Act 2018.



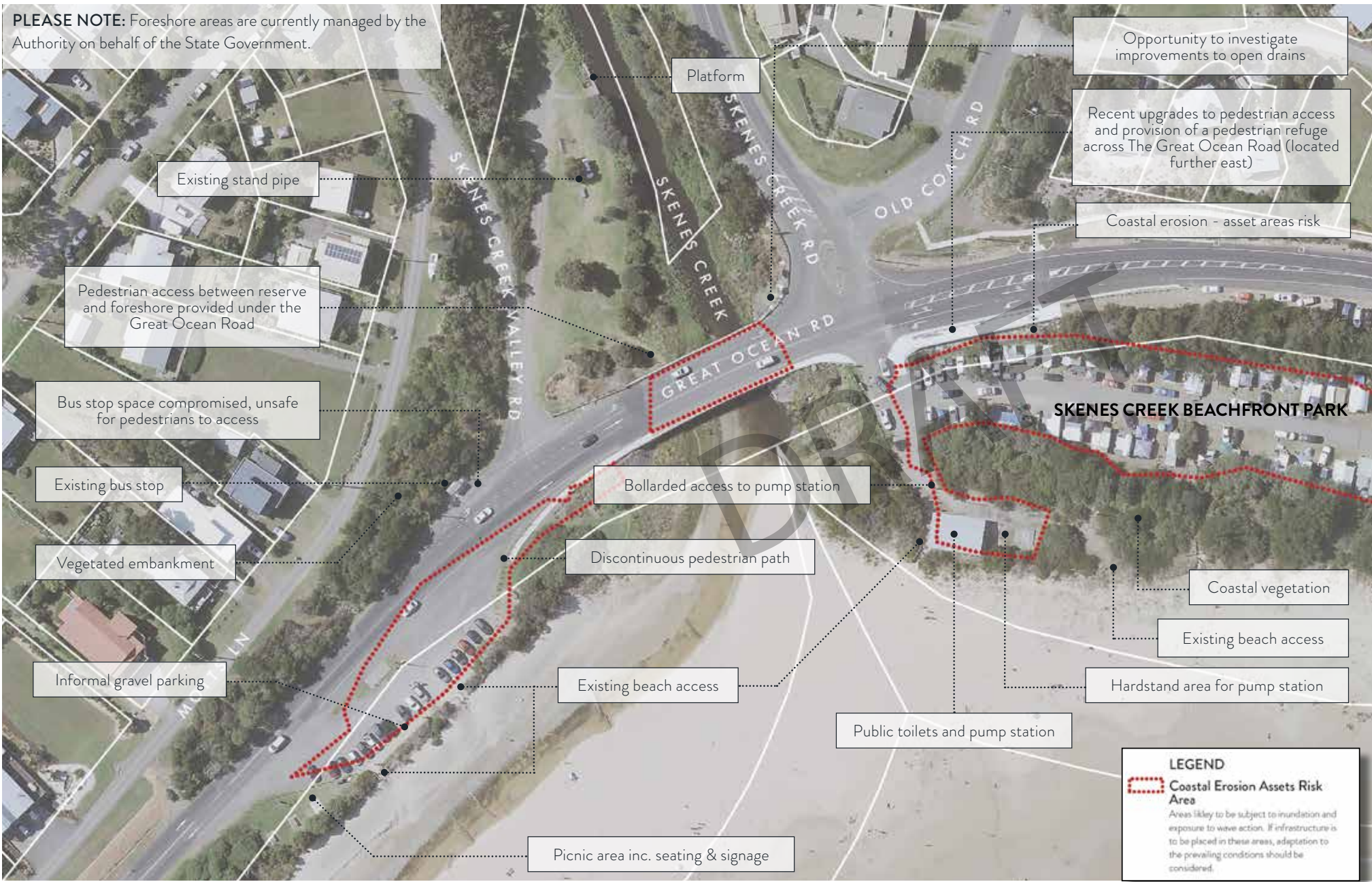
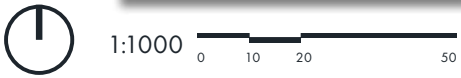


Figure 6. Skenes Creek Foreshore - Existing Conditions / Issues and Opportunities



COMMUNITY INFRASTRUCTURE PLAN

APOLLO BAY - SKENES CREEK - MARENGO

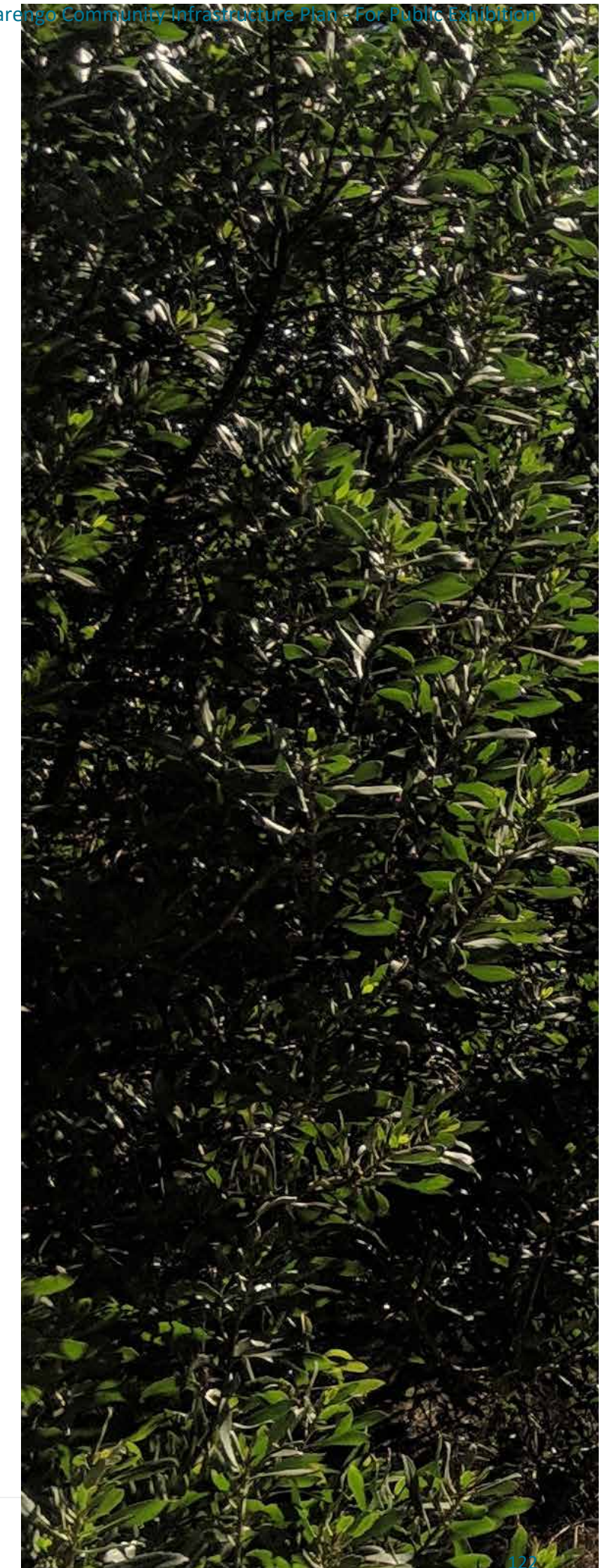
Key Findings	How has this been considered in the Foreshore Master Plan?
Skenes Creek	
Recent upgrades have been made to the pedestrian paths between Old Coach Road and the Caravan Park (across the Great Ocean Road).	New and recently upgraded paths have been integrated into the broader path network.
The foreshore and car park area is difficult to access from residential areas due to vehicle speeds and sightlines along the Great Ocean Road.	A new pedestrian refuge along the Great Ocean road will help reduce the distances for pedestrians crossing between residential areas to the foreshore. This refuge will be aligned with an enhance pedestrian path that connects to the residential area.
Informal car parking at the foreshore presents poorly and is inefficient.	Car parking will be formalised to provide more efficient parking and enhance its appearance.
Limited provision of amenities at the foreshore such as seating and shelter.	A new disabled picnic table has already been provided within the existing picnic area. This will be complemented by a new path, a bike rack and rubbish bins. Additional seating is also provided in two new picnic areas further east. A shelter has not been provided as this is likely to impact views between the Great Ocean Road and the ocean.
Public toilets are disconnected from key picnic areas.	A continuous path from the key picnic area to the public toilets will be provided.
The landscape setting of Skenes Creek, at the intersection of the foothills, the coastline, bushland and farmland is an important feature of Skenes Creek and the arrival experience.	Vegetation will be retained and enhanced through additional planting and revegetation.
Walking and cycling connections between residential areas and the foreshore are disjointed and difficult to achieve due to the sloped terrain and vegetated embankment.	An integrated and connected networks of walking, cycling and multi purpose paths will be provided. These include a continuous pedestrian path between the key picnic are and the public toilets and key connections to residential areas.
The foreshore environment has been impacted significantly by erosion. Future works provide the opportunity to rehabilitate the foreshore environment.	Erosion issues and potential mitigation works should be referred to the Department of Environment, Land, Water and Planning.
Existing service infrastructure including pump station and hard stand are located within the foreshore and Skenes Creek reserve and would be difficult to relocate.	Existing service infrastructure will be retained and have been integrated into the foreshore master plan.

Key Findings	How has this been considered in the Foreshore Master Plan?
Marengo	
The foreshore environment has been impacted significantly by erosion. Future works provide the opportunity to rehabilitate the foreshore environment.	Erosion issues and potential mitigation works should be referred to the Department of Environment, Land, Water and Planning. The car parking area and accessway have been setback from the foreshore where possible, with an existing beach access relocated due to erosion.
Limited provision of amenities at the foreshore such as seating and toilets.	The foreshore reserve will be expanded to allow for additional seating. Public toilet access will be provided at the Marengo Holiday Park due to visual and coastal erosion considerations.
Informal car parking provides for visitors, but is inefficient and disconnects pedestrian access to the foreshore.	Car parking will be formalised to provide more efficient parking, reduce pedestrian and vehicle conflicts and improve its appearance.
Significant and protected environmental areas are located in close proximity including Marengo Native Flora Reserve and Marengo Reefs Marine Sanctuary.	No changes are proposed to these environmental areas.
The coastal vegetation around the edge of the town acts as a visual buffer between the ocean and shoreline to adjacent housing areas.	This will largely be retained.
Walking and cycling connections along and to the foreshore from within Marengo are unsafe and disjointed and should be improved.	A continuous pedestrian path is provided along the foreshore, around the Marengo Holiday Park and headlands. This will form the path of the Great Ocean Walk. A number of existing pedestrian connections to surrounding residential areas will be formalised.
The route of the Great Ocean Walk is illegible, particularly as it meanders through the Marengo Holiday Park. Continuous and legible access, during both high and low tides should be provided.	
Existing service infrastructure including pump station and wetland will need to be retained in their current locations.	Existing service infrastructure and the wetland will be retained and have been integrated into the foreshore master plan.
Open lawn enables views to the water from the Great Ocean Road (when travelling north). This area is separated from the foreshore by roads and as such limits its use as part of the foreshore reserve.	The open lawn area is retained and will provide for overflow parking (with bollards controlling access when not in use).

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Figure 7. Marengo Foreshore - Existing Conditions / Issues and Opportunities





2.3 Supporting and Background Documents

The following documents have been considered in the Foreshore Master Plan:

Document	Key Findings	How has this been considered in the Foreshore Master Plan?
Service Report A study focusing on existing services and related infrastructure attributed to sewage and drainage prepared by LG Eng for the CIP.	Localised flooding within the Apollo Bay township is problematic and due in part to undersized drains that do not have the capacity to convey design storm flows being generated.	Upgrades at Thompson Street have been undertaken to mitigate drainage problems in this location. Other improvements will be considered as part of Councils capitals works program.
	A wetland in Marengo (along the foreshore) provides treatment for runoff from the town, however due to a lack of maintenance, the asset is degraded from both visual and performance perspectives. In order to restore the wetland back to its intended function, a reset of the entire system is required, as well as ongoing maintenance.	Improved maintenance is proposed to address functionality and aesthetic issues. Details of maintenance are subject to further investigations through a seperate project.
	Outfalls located at Skenes Creek appear to discharge directly into ocean. This is normally not recommended, however as the catchment is established and primarily low-density, treatment may not be required.	There are opportunities to undertake remediation works on the existing drainage network, which would greatly increase the reduction of polluted stormwater being discharged directly into Bass Strait. Further investigations as part of a seperate project will be required to determine an appropriate solution.
	Existing public toilets are provided alongside Barwon Water pump station facilities at Skenes Creek.	The Skenes Creek public toilet will remain in the short term, but will eventually be removed from the foreshore at the end of their lifespan.
	The previous public toilets at Marengo were removed due to the threat of coastal erosion. These facilities should be replaced in a nearby location to service visitors to the foreshore.	Public toilet access will be provided at the Marengo Holiday Park. These will be supported by signage to help direct foreshore users and visitors to this location.
	Public toilets within Apollo Bay foreshore include facilities at the Visitor Information Centre, playground and Golf Club car park. There are ongoing maintenance issues with the playground toilets stemming from it being constructed lower than the adjacent sewer pump. More generally, there is a need to review existing facilities to ensure adequate supply for visitors to the foreshore.	The Draft Colac Otway Shire Public Toilet Strategy found that Apollo Bay has a good distribution of public toilet facilities in terms of key destinations. There will be a need to undertake a demand analysis to determine the appropriate size of facilities in various locations. This will be undertaken through other projects. The playground toilets will be relocated near the regional play space, once these have reached the end of their usable life, to improve the visibility, functionality and access to parking and the foreshore promenade.

Document	Key Findings	How has this been considered in the Foreshore Master Plan?
Coastal Study A study of coastal processes undertaken by Water Technology to inform the CIP. <i>PLEASE NOTE: The CIP has considered the best available data to ensure the planning process has been responsive to climate change pressures. However, given the lifespan of the plan, prior to the implementation of individual actions the Authority will investigate through the Marine and Coastal Consent process their continued appropriateness.</i>	Apollo Bay	
	The Great Ocean Road and sections of the adjacent footpath are at risk of coastal erosion and sea level change.	Erosion issues and potential mitigation works should be referred to the Department of Environment, Land, Water and Planning.
	Erosion is present adjacent to the beach access track, and stormwater discharge.	
	Boulders have been placed on the beach, although these are haphazard and would require additional works to provide enough erosion protection. At present these rocks could potentially be exacerbating the erosion.	
	The coastline at Thomson Street, whilst quite flat and low-lying, is above the inundation extents. This location is suitable for coastal infrastructure from an inundation perspective.	All new structures and works proposed will be located away from areas identified as potentially at risk of sea level rise and future erosion.
	The foredune at Apollo Bay is scoured at its toe along most of its length. This scouring should be monitored to pre-empt any loss of protection afforded by the dunes. Development within the Apollo Bay Foreshore Reserve would significantly increase in vulnerability if the dunes were compromised.	The coastal dunes will be retained, expanded and revegetated to ensure they continue to provide protection to the foreshore.
	Inundation due to storm tides at Apollo Bay is expected to be minimal, as dunes provide enough protection in their current form.	

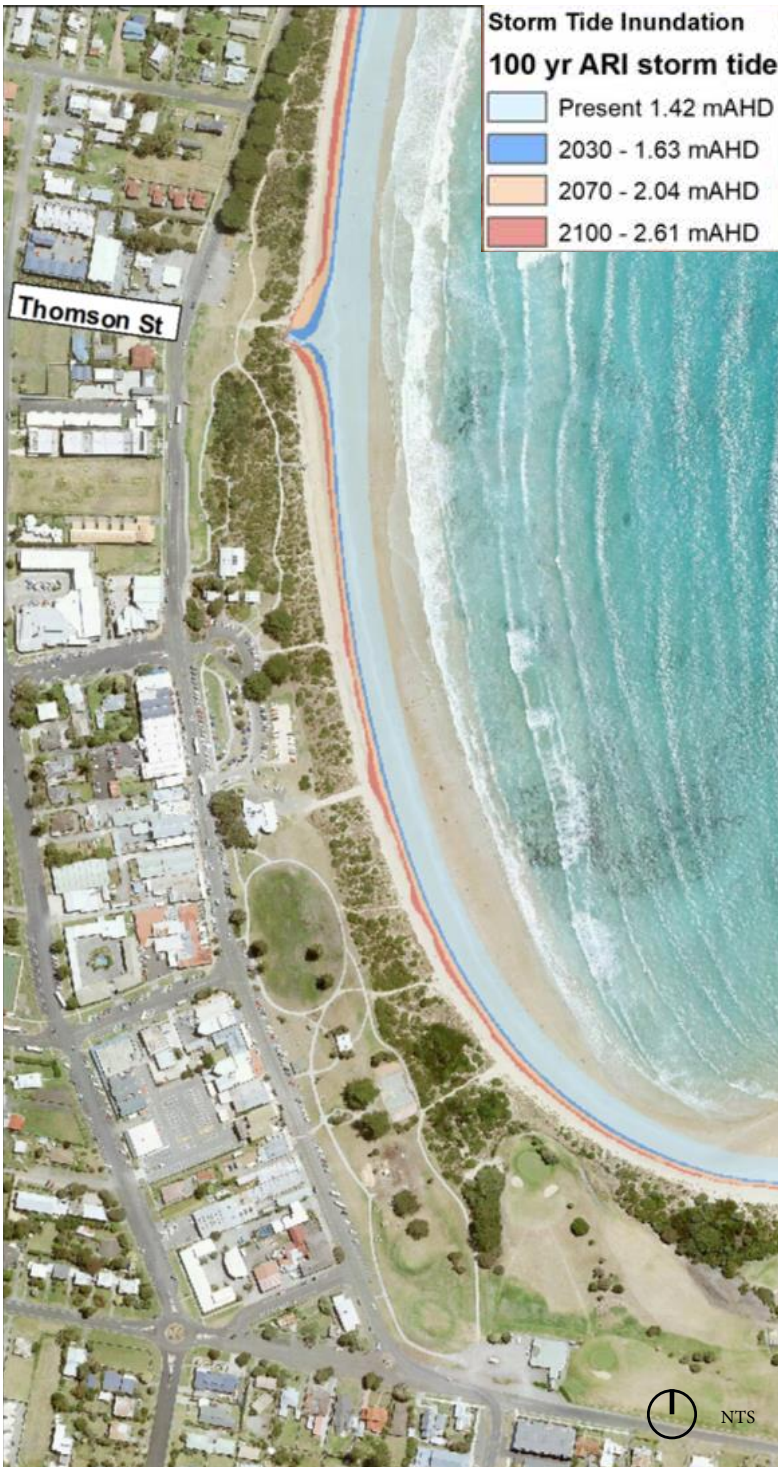


Figure 8. Apollo Bay Inundation and Risk to Assets. Source: Apollo Bay, Skenes Creek & Marengo CIP - Issues and Opportunities Paper: Coastal study prepared by WaterTechnology.

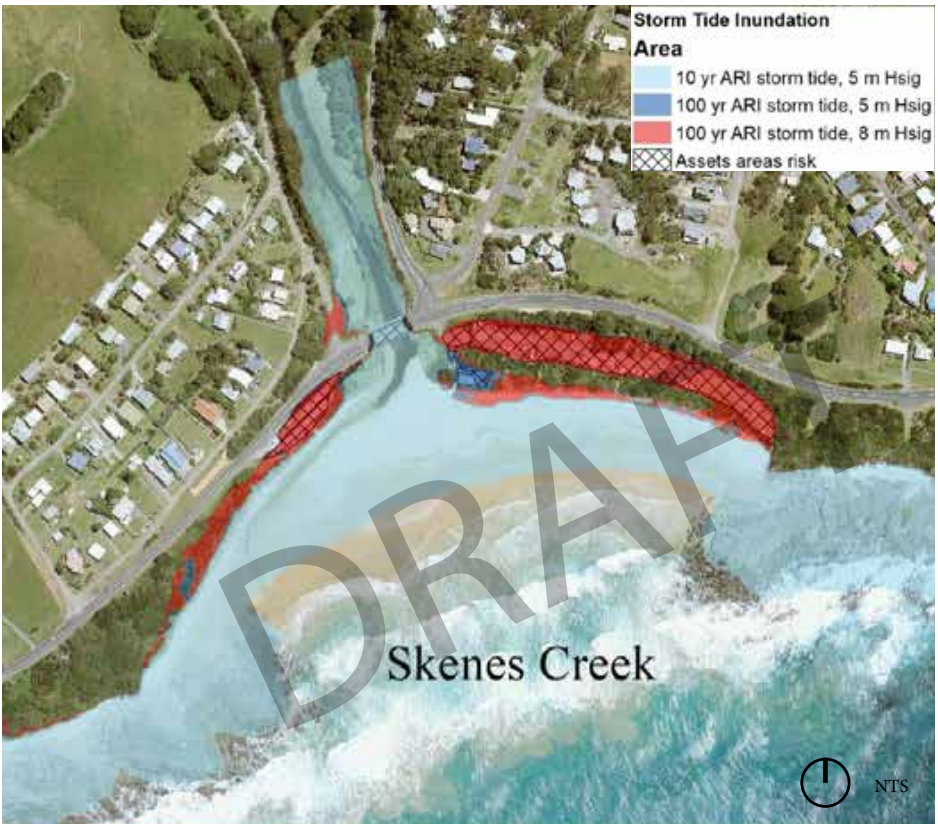


Figure 9. Skenes Creek Inundation and Risk to Assets. Source: Apollo Bay, Skenes Creek & Marengo CIP - Issues and Opportunities Paper: Coastal study prepared by WaterTechnology.



Figure 10. Marengo Inundation and Risk to Assets. Source: Apollo Bay, Skenes Creek & Marengo CIP - Issues and Opportunities Paper: Coastal study prepared by WaterTechnology.

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Document	Key Findings	How has this been considered in the Foreshore Master Plan?
Coastal Study continued. <i>PLEASE NOTE: The CIP has considered the best available data to ensure the planning process has been responsive to climate change pressures. However, given the lifespan of the plan, prior to the implementation of individual actions the Authority will investigate through the Marine and Coastal Consent process their continued appropriateness.</i>	Skenes Creek	
	The car park area is exposed to erosion risk and inundation risk from a combination of storm tide and wave runup.	Erosion issues and potential mitigation works should be referred to the Department of Environment, Land, Water and Planning.
	The dune in front of the caravan park is stable at present, showing establishment of new vegetation.	
	There are two picnic areas at each end of the car park. The ground across the whole area falls down towards the creek meaning the western picnic area sits at a higher elevation than the eastern picnic area. The slope makes the area around the western picnic area the safer and thereby preferred location of greater value infrastructure.	New facilities and structures will generally be focused in the western picnic area and away from areas identified as potentially at risk of sea level rise and future erosion.
	The picnic area upstream of the bridge on the western bank of Skenes Creek slopes down, transitioning to higher risk at its far side towards the creek. The area closest to the bridge is elevated above the predicted 2100 storm tide levels.	
	The access paths and steps to the beach from the large car park area are subject to erosion and variability due to the Skenes Creek channel.	Improvements to beach access will require a study into options with further consideration of the long-term coastal processes of the area. This is to be undertaken as part of a separate project.
	Marengo	
	Coastal cliffs protect the Marengo headland.	Cliffs and dunes will be retained.
	The dune to the north of the foreshore car park is currently stable, showing no signs of recent erosion.	
	The shoreline is protected by a revetment that is presently in good condition. A revetment is an engineering structure, which protects against erosion caused by wave action, storm surge and currents.	Erosion issues and potential mitigation works should be referred to the Department of Environment, Land, Water and Planning.
	The foreshore environment north of Marengo has been impacted significantly by erosion, both inundation and erosion risk increase significantly with recent erosion requiring dune re-nourishment and stabilisation.	

Document	Key Findings	How has this been considered in the Foreshore Master Plan?
Coastal Study continued.	The car park slopes up away from the shoreline providing increased resilience from coastal erosion. Analysis of inundation and risk associated with storm tide surges indicated assets at risk could include the car park area.	The car park and access way is set back further from the shoreline to further reduce the risk of coastal erosion, while ensuring the wetlands are retained.
Community Infrastructure Assessment A Community Infrastructure Assessment was undertaken by Tract Consultants and K2 Planning to inform the CIP. It provided an audit of existing community facilities and infrastructure and recommendations for future provision or considerations having regard to the population trends, existing facility and infrastructure requirements and stakeholder feedback.	Develop a flexible public space that can act as an Events Area in the Apollo Bay Foreshore.	A large multi-purpose event space will be retained centrally within Apollo Bay to facilitate a wide range of events. To support events, infrastructure supply points (3 phase power, drainage, water supply) will be provided.
	Prepare an open space network plan which provides short, medium and long term linkages throughout the three towns.	This will be considered as part of a separate project.
	Implement and build on the recommendations for Apollo Bay set out in the Colac Otway Active Transport Strategy 2013-2023 to improve pathways and cycle infrastructure. For Apollo Bay Foreshore this includes a Coastal Path from Apollo Bay to Skenes Creek.	A continuous shared path will connect from Skenes Creek to Apollo Bay foreshore, through to Marengo. This will be the route of the Great Ocean Walk.
	Improve linkages between the three towns – i.e. an off-road shared path link along the foreshore.	
	Support older residents through safe and accessible wheelchair networks with scooter charging locations.	The proposed foreshore promenade and Great Ocean Walk will be generous in width to allow sufficient space for wheelchair access. There is potential to provide scooter charging stations at the Visitor Information Centre.
	Develop a consistent wayfinding signage package across the towns that is dementia, age and scooter friendly.	While the detailed design of wayfinding signage is subject to the development of a wayfinding strategy for the three towns (through a separate project), the Foreshore Master Plan identifies key locations for wayfinding signage.
	Prepare a master plan for the Apollo Bay Recreation Reserve which plans for a fit-for-purpose upgrade of football, netball, cricket and tennis facilities.	The Authority is preparing a master plan for the Recreation Reserve and a Camping Uplift Project to help address some of the issues identified through the CIP process. These items will be considered through this separate project.
	Investigate additional funding streams for the Apollo Bay Recreation Reserve to provide additional facilities, change rooms, club rooms.	
	Consider improvements to the foreshore market area, including the provision of power and water supply points to support temporary event-based uses such as markets and other events.	Upgrades to the main foreshore car park and rationalisation of entry points, will enable the market space area to be enhanced and expanded. This Great Ocean Walk (GOW) sculpture will be retained within this space, while other sculptures maybe relocated to ensure the functionality of this space. Infrastructure supply points (3 phase power, drainage, water supply) will be provided.

Document	Key Findings	How has this been considered in the Foreshore Master Plan?
Draft Colac Otway Shire Public Toilet Strategy COSC recently prepared a public toilet strategy to guide decision making regarding the provision, management and maintenance of Council owned public toilet facilities in Colac Otway Shire. The Strategy included a map showing that most of the public toilets in Apollo Bay are located on the foreshore with facilities also in Pascoe Street and at the Recreation Reserve.	Apollo Bay has a good distribution of public toilet facilities in terms of key destinations (i.e. the foreshore, commercial precinct and Harbour).	Public toilets have generally been maintained in their current location. The playground toilets will be relocated near the regional play space, once these have reached the end of their usable life, to improve the visibility, functionality and access to parking and the foreshore promenade. There will be a need to undertake a demand analysis to determine the appropriate size of facilities in various locations. This will be undertaken through other projects.
	Potential to consolidate facilities in the vicinity of the Visitor Information Centre as part of the redevelopment of the Surf Life Saving Club.	Facilities at the Visitor Information Centre will be retained to support the proposed coach drop off point and the Visitor Information Centre. Additional toilets will be proposed as part of the redevelopment of the Surf Life Saving Club.
	Retain public toilet facilities in close proximity to the proposed coach drop off point recommended by the CIP.	
	The need for demand analysis to determine the appropriate size of facilities in various locations.	A demand analysis will be undertaken through other projects.
Great Ocean Walk - Marengo Holiday Park, Feasibility Trail Concept Plan (draft), May 2012 Parks Victoria, in collaboration with the former Otway Coast Committee, prepared a trail concept plan to determine the feasibility of providing a continuous path alignment for the Great Ocean Walk along the Marengo Foreshore and the headlands, including through Marengo Holiday Park.	The trail feasibility concept plan outlines a functional trail alignment that aims to ensure trail users are effectively separated from the Holiday Park, while providing a safe nature-based trail experience that is achievable and cost effective to construct.	While there are no plans to progress this concept plan further, the alignment of the path is supported by the Authority and has been incorporated into the Marengo Foreshore Master Plan (subject to a feasibility study and approvals).

2.4 Recent Projects and Studies

2.4.1 Apollo Bay Coastal Erosion Management

Parts of the foreshore are subject to on-going attack from coastal erosion. In places this erosion is threatening the Great Ocean Road and adjacent footpath networks.

In response, the State Government is managing the impacts of coastal erosion at Apollo Bay through priority works.

Timeline:

Stage 1 was delivered in June 2021. Stage 2 delivered in December 2021.

Details:

- The Victorian Government has invested \$7.6 million to address erosion at Apollo Bay.
- Three rock groynes and approximately 900 metres of rock wall are now in place.
- The groynes hold sand on the beach and the seawall protects the Great Ocean Road, foreshore path, cypress trees and other assets.
- Stairs are now in place over the revetment and planting to stabilise the dune will occur in May 2022.
- Some minor works at the northern revetment will finish in late May 2022.

3 APOLLO BAY FORESHORE MASTER PLAN

Apollo Bay Foreshore Reserve is a key destination in Apollo Bay and the Shipwreck Coast. The foreshore has unfortunately been planned in an ad-hoc way and this has resulted in discontinuous paths, scattered uses and an eclectic mix of landscaping and furniture. There is a need to provide a clear framework for future development and the siting and design of facilities and infrastructure.

The Master Plan aims to look past the legacy of previous design treatments and residual infrastructure in order to create a more deliberate design and land use arrangement that meets the needs of current users. The proposal will enable the foreshore to reach its potential as the major destination in Apollo Bay.

The following section outlines a Master Plan for the Apollo Bay Foreshore. The Master Plan provides a design for the future use and development of the reserve that considers opportunities and concerns raised by the community, as well as addressing legislative, planning and policy requirements.

NOTE: All images are indicative only.



Image 1. Opportunity to incorporate public art that reflects the coastal qualities of the foreshore setting.

3.1 Overview

The Apollo Bay Foreshore Master Plan will deliver several significant benefits to the local and wider community. These include:

- An upgraded play space that provides regional level play facilities within the foreshore reserve for both visitors and locals. The play space is collocated with an improved BBQ and picnic area and new public toilets.
- Enhanced market space area, incorporating the Great Ocean Walk sculpture.
- Enhanced Great Ocean Walk, with improved connections to the Harbour and main car park area.
- Reconfigured main foreshore parking area, with single entry point, minimising pedestrian and vehicle conflicts near the Surf Club.
- An upgraded Surf Club building and operational area, integrating new public toilets.
- A continuous promenade provided through the foreshore with improved connections to activity nodes and other key destinations, such as the Harbour and shopping precinct.
- Improved wayfinding signage throughout the foreshore reserve.
- Formalised car parking area at Thomson Street, providing an expanded area for parking, a shared pedestrian space and access to the beach that integrates into the landscape setting.
- Enhanced event area and performance and flexible spaces provided centrally and at the southern end of the foreshore.
- Enhanced public open space through the creation of nodes of interest and connectivity that encourages exploration of the foreshore.

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- Retention and relocation of existing sculptures and fountain within foreshore reserve. These are highly valued by the community but will need to be appropriately located with regards to other changes in the foreshore.
- Rationalisation of beach access points to minimise erosion and impacts to coastal vegetation.
- Expansion and revegetation of the coastal dunes the dunes to enhance their visual presence within the town centre.
- Potential to upgrade the public toilets near the Golf Club to consolidate building footprints in the foreshore environs, in accordance with the Marine and Coastal Policy.



Figure 11. Apollo Bay Foreshore Master Plan

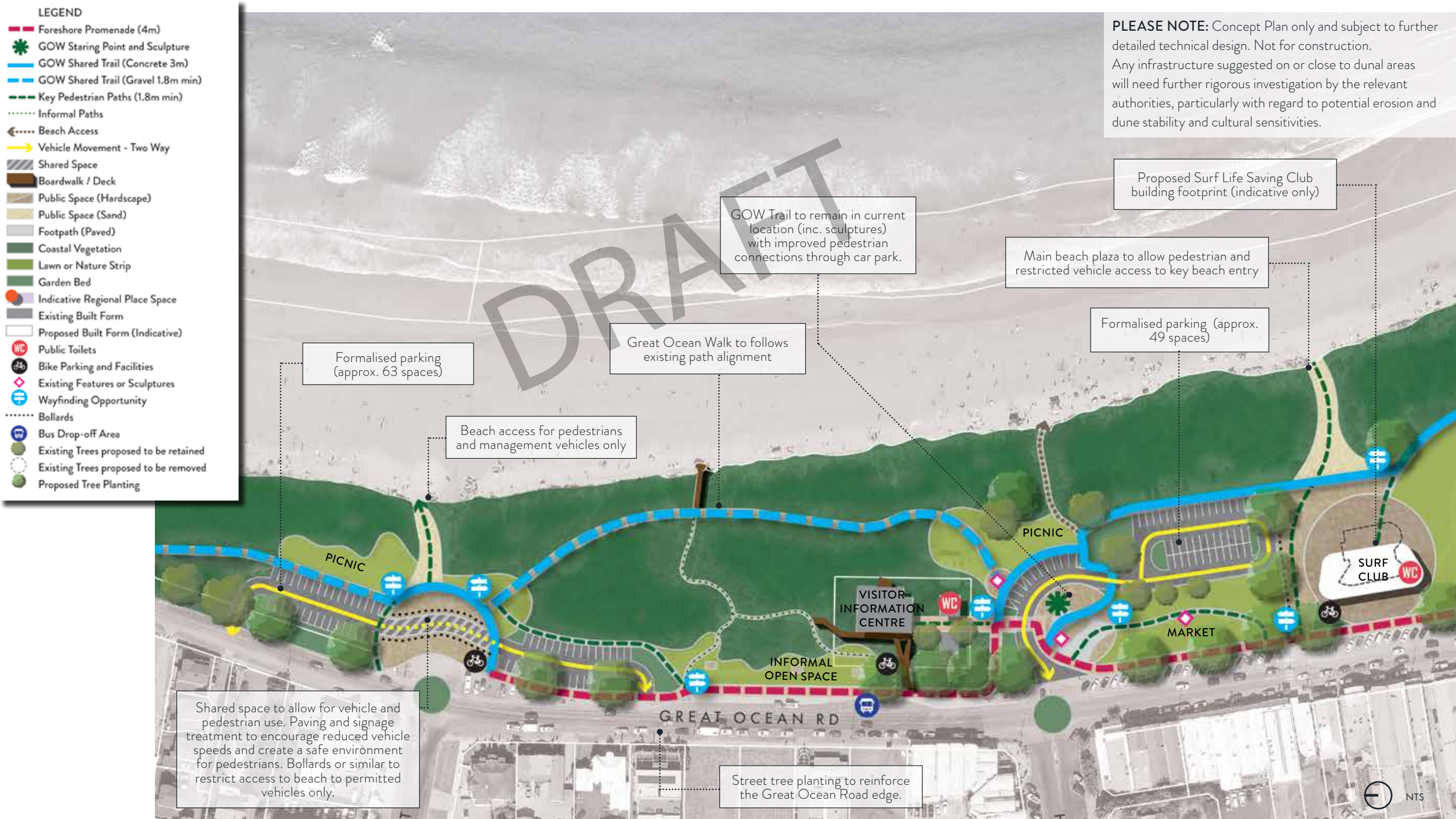


Figure 12. Thomson Street to Surf Club Plan



Figure 13. Surf Club to Golf Club Plan

3.2 Key Components of the Apollo Bay Foreshore Master Plan

3.2.1 Visitor Information Centre

The Visitor Information Centre (VIC) will remain in its current location and form, integrated into the dunes within the foreshore reserve (noting it is protected by a Heritage Overlay). The surrounding landscape setting will be enhanced with new picnic areas provided towards the dunes and near coach parking bays along the Great Ocean Road. The picnic areas will support a range of visitors and will provide a place to sit and relax within proximity to the Visitor Information Centre and parking. Access to car and coach parking will be improved through pathway upgrades and signage, while public toilets will provide for visitors and bus passengers from the adjacent drop off and pick up point along the Great Ocean Road. The potential to provide scooter charging stations at the Visitor Information Centre should be investigated.



Image 2. The existing Visitor Information Centre and toilets to be retained.

3.2.2 Market Lawn

A simple, flexible lawn space will continue to be provided within the foreshore for markets and general leisure use. This is in the area currently used for markets however proposed changes to the configuration of the parking area means there is potential for markets to extend into the adjoining paved beach plaza, if required.

The Great Ocean Walk starting point and sculpture will be retained within this space. The location of other furniture and sculpture items should be reconsidered to maintain the functionality of this space for market use. This may include relocating other sculptures to garden bed areas and furniture along pathways to maintain a larger lawn area.

Additionally, to support the use of this space for markets, access for vehicles (via the adjacent car park) and infrastructure supply points (3 phase power, drainage, water supply) will be provided.



Image 3. The existing market lawn will be enhanced to allow for improved use at all times.

3.2.3 Apollo Bay Surf Life Saving Club

There are current plans to redevelop the Apollo Bay Surf Life Saving Club, within its current building footprint. The new building is proposed to incorporate public toilets for beach, playground and park users. The size of the public toilets will need to be informed by a demand analysis but should ensure no net loss of toilets within the foreshore overall.

While the detailed design of this building is subject to further negotiations between the Surf Club and the Authority, ideally it should not exceed a height of 2 storeys and should be of high architectural quality and reflective of its prominent position and the coastal character of its setting. Other key consideration for the future design of the Surf Life Saving Club building include:

- Maintain sight-lines from the pedestrian crossing to the main beach access.
- Minimise pedestrian and vehicle conflicts.
- Provide active edges along key pedestrian interfaces.

The Surf Life Saving Club currently utilise car parking spaces in the adjacent car park and next to the building. These spaces will be accommodated as part of broader car parking improvements within the main foreshore car park, with dedicated parking spaces for Surf Club use.



Image 4. While the new Surf Club building is subject to further negotiations, any future building should be of high architectural quality and reflective of its prominent position and the coastal character of its setting.

3.2.4 Main Beach Plaza

The reconfiguration of the main foreshore car park allows for the creation of a generous, paved plaza space between the Great Ocean Road and the beach. The Main Beach Plaza will be the front door to the foreshore and a key connection to the shops. A raised pedestrian crossing (as proposed in Part A - District Plan) will enable safe pedestrian access across the Great Ocean Road.

The Main Beach Plaza will form a distinctive feature of the space, highlighting this as the key beach access point within the foreshore reserve. High quality feature paving will be used to distinguish the space and reinforce the coastal character of the foreshore setting.

The Main Beach Plaza will allow for emergency and maintenance vehicle access. Bollards will ensure only authorised access is provided.

Art, sculpture and interpretation may be incorporated along Main Beach Plaza to create an engaging and attractive space for people to enjoy. This should be located to ensure it does not impact pedestrian and emergency and maintenance vehicle access.



Image 5. Paved and hardscape plaza providing access to the foreshore.

3.2.5 Regional Play Space and Picnic Area

A new regional level play space will provide a visual feature at the centre of the foreshore and a major attraction for families. The playground will be a high quality, contemporary play space designed for all ages and abilities and will reflect the coastal qualities and themes of its landscape setting. It will replace both the current playground and skate park, although the current skate park is envisaged to remain in its current location until it is considered unsafe or requires substantial repairs.

Coastal planting should be provided around the playspace, allowing for nature play opportunities and separation between adjacent uses in the foreshore. Fencing may be required as a safety barrier adjacent to the Great Ocean Road.

While the playground is subject to detailed design, a tower feature could be incorporated to allow for views of the beach and water, creating a beacon for the space and allowing for views to the broader region (i.e the harbour and shops). Skate elements may also be incorporated as part of the design.

The playground will integrate with an adjoining picnic and BBQ area to the south. This area will provide picnic shelters (for weather protection and shade), seats, tables, and BBQ within easy access of the playground, and will be complemented by expansive lawn areas adjacent for picnicking. Public toilets are also proposed within proximity for user convenience. The size of the proposed public toilets should be determined through a demand analysis across the foreshore.



Image 6. Play opportunities for all ages including small kids and youth.



Image 7. Enhanced adventure play space providing for visitors and locals.



Image 8. Comfortable and well located spaces for people to sit and relax.

3.2.6 Thomson Street Shared Space

The car park area at Thomson Street is proposed to include a shared space for pedestrians and cars. This will provide a unique pedestrian friendly space that allows for a pattern of movement that better responds to the function of the space as a car parking area but also as a key destination and beach pedestrian access point within Apollo Bay.

Paving and signage treatments will encourage reduced vehicle speeds and create a safe environment for pedestrians, allowing them to move through the car park and to the beach. Bollards or similar will be provided to restrict access the beach for permitted vehicles only.

An informal open space and picnic area will be located adjacent the car park area, and will provide lawn and seating opportunities for visitors that is away from the beach and protected by the dunal vegetation.

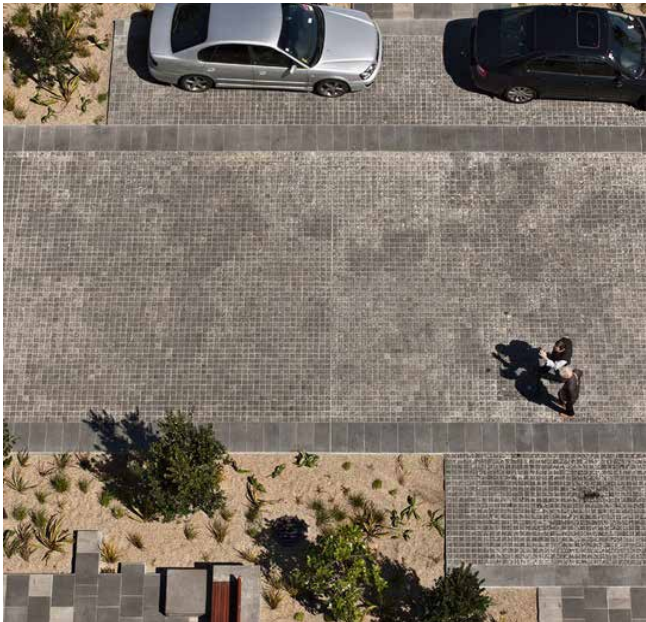


Image 9. Shared pedestrian and vehicle space with paving encouraging low speeds.

3.2.7 Performance and Events Areas

The foreshore will continue to provide a key location for events within Apollo Bay. A large multi-purpose event space will be retained centrally that can facilitate a wide range of events such as festivals, concerts and arts and cultural events.

Enhanced maintenance regimes, including weed removal will help to improve the aesthetics of the space for both events and general picnic use. A second grassed area to the south will remain but maybe be reshaped to allow for potential changes to the Great Ocean Road and to improve visibility into the space (refer Part A - District Plan). The area will provide an additional space for events and will continue to function as an open area for picnics and informal play.

Additional tree planting will be provided around the periphery of both these spaces, allowing for shade and weather protection and improving comfort within the space.

To support temporary based events access to infrastructure supply points (3 phase power, drainage, water supply) will be provided at strategic locations within the space. Event operators will be required to use temporary and portable stages and equipment to suit their needs. This ensures the events space remains flexible for a wide range of uses and is functional in non event modes.



Image 10. Flexible public spaces to cater for a range of events and performances, while being enjoyable in non event modes.

3.2.8 Golf Club

The Golf Club will remain in its current location at the southern end of the foreshore reserve, near the intersection of the Great Ocean Road and Nelson Street. The 9 hole golf course currently includes a clubhouse and associated car park, as well as a maintenance shed.

Formalisation of the car parking area is proposed to improve the efficiency of parking in this location, while additional landscaping, including tree and garden beds planting will enhance its presentation.

Opportunities to relocate and consolidate the existing public toilets (located within the car park), as part of a redeveloped Golf Club House building should be considered in the future.



Image 11. The existing Golf Club will remain in its current location.

3.2.9 Pedestrian and Cyclist Access

Within the foreshore reserve, there are currently a number of gravel footpaths that meander throughout, linking zones of activity and providing access to the beach beyond the dunes. Some of these are disjointed or compromised by vehicular movements.

The Foreshore Master Plan aims to provide a cohesive and integrated network of walking, cycling and multi-purpose paths throughout the foreshore. This will provide a clear hierarchy of movement for various users, linking activity nodes within the foreshore and connecting to destinations beyond. Proposed pedestrian and cycle access includes:

Foreshore Promenade

A recreational trail providing continuous access along the edge of the Great Ocean Road, extending from the Golf Club near Nelson Street to Thomson Street, with minimal road crossings. The recreational trail will also link into the broader trail network along the Great Ocean Road that will eventually connect the Harbour, Skenes Creek and Marengo.

The generous width of the recreational trail will allow sufficient space for high volumes of recreational use and all abilities access, including pedestrians, scooters, wheelchairs and cyclists. The foreshore promenade will be a major feature through the foreshore providing a connection and interface between the foreshore and commercial areas of Apollo Bay. High quality feature paving will be used to ensure it is attractive and readily identifiable as a promenade. Additional cycling infrastructure, including cycle hoops, will be provided at key nodes along the path.



Image 12. A recreational trail along the foreshore reserve edge.

Great Ocean Walk Starting Point and Sculpture

A decorative timber wave sculpture is currently located between the Visitor Information Centre and Surf Club and provides the formal starting point for Great Ocean Walk – a walk that encompasses foreshore park, harbour and headland trail systems. This timber feature will be retained in its current location and a continuous path will be provided from this point, through the foreshore reserve, as the route for the Great Ocean Walk.



Image 13. The Great Ocean Walk Starting Point and Sculpture will be retained in its current location.

Great Ocean Walk and Shared Trail

A shared trail (the Great Ocean Walk). This will extend along the full extent of the foreshore connecting from Thomson Street (and beyond to Wild Dog Creek) and the Golf Club and Nelson Street (and to the harbour).

The treatment of the shared trail will vary, responding to patterns of use. Between Thomson Street and the Information Centre, the shared trail will primarily be a gravel path, responding to lower volumes of use and the informal character of this setting. Between the Information Centre and Nelson Street, the path will be a concrete path, allowing for higher volumes of use.

The shared trail will provide a unique experience of Apollo Bay, allowing people to access the beach and key activity nodes. This path will allow visitors to immerse themselves within the foreshore environment. Historical interpretation and information located along the path will allow visitors to learn more about the unique qualities of Apollo Bay and its environment. Other key considerations include:

- Incorporating wayfinding signage at considered and relevant locations to direct people and encourage them to understand and explore their environment (refer Figure 11-13);
- Incorporating the installation of seating nodes at key locations and roughly at 200m intervals;
- Incorporating art, sculpture, lighting and interpretation along the network.

Key Pedestrian Paths

Supporting the shared path network will be a number of key pedestrian paths (as identified on Figure 11-13). These will complement the shared path network to create a highly permeable pedestrian movement network within the foreshore.

These paths will be composed of a combination of gravel and concrete paths that provide access to nodes of interest (e.g. information boards, seating, and viewing points) and where possible will provide all abilities access. This will be subject to further detailed design.

Informal Paths

Narrower paths throughout the foreshore will be maintained and continue to allow for informal access within the foreshore. This includes the gravel pathway and boardwalk system adjacent to the Visitor Information Centre that meanders through the coastal bushland to the beach lookout point.

These paths provide a unique and more secluded experience of the site, with controlled access to the dunal vegetation. These paths are intended for pedestrian use only.



Image 14. Informal gravel paths will be maintained, where appropriate.

Beach Access Points

Key access beach points at Thomson Street and opposite the Surf Club. These beach access points will be enhanced via upgrades to the public realm within the foreshore reserve. These points will allow for beach access for pedestrians and emergency and management vehicles only. Opportunities to provide for all abilities access should be investigated.

Informal beach access points elsewhere have been rationalised to minimise erosion and impacts to the dunes. Those access points retained will be upgraded to consider coastal conditions and ensure they are sensitively integrated into the landscape setting and supported by appropriate signage.



Image 15. Opportunities to provide all abilities access to the beach, at key locations.

Potential Future Pathway

Providing clear and connected pedestrian links between the Town Centre and Harbour, along the foreshore reserve was a key aspiration identified during community consultation.

While the benefits of this pathway are acknowledged there are a number of challenges including land ownership, pedestrian safety, environmental impacts and funding.

Bike Facilities

To encourage cycling within Apollo Bay and to other destinations including Skenes Creek and Marengo, cycle infrastructure including bike hoops and bike pumps are proposed near the Surf Club, Golf Club, Information Centre, Regional Play Space and Thomson Street. These will be integrated into the design of the public realm.

Other facilities including water bottle refill stations, bike repair stations, signage showing cycle networks and connections to broader regional trails will also be incorporated at relevant locations. These are subject to detailed design.

3.2.10 Wayfinding and Signage

Wayfinding signage will be incorporated to help direct people to key destinations and encourage further exploration of Apollo Bay. Key locations are identified on the Master Plan. While the design of all signage is subject to detailed design, consistent wayfinding signage should be provided to delineate key movement networks, destinations and parking within Apollo Bay. Signage should be consistent in style and form across the three towns. Further guidance regarding wayfinding signage is located in Section 7 - Design Guidelines.



Image 16. Existing wayfinding signage located along the Apollo Bay foreshore.



Image 17. Simple wayfinding signage with map.

3.2.11 Interpretation

Opportunities for interpretation should be provided throughout Apollo Bay to highlight its key features. While subject to detailed design, this could include native vegetation, the dunes, changes to the foreshore area and the history of Apollo Bay and its community.



Image 18. Incorporating interpretation signage or creative paving can provide people with a greater understanding of the features of the site.

3.2.12 Existing Sculptures and Heritage Monuments

The foreshore currently houses a number sculptures and heritage monuments which are a distinct feature of the space and well loved. These should be retained within the foreshore area, however, may need to be relocated to respond to the new layout. Where possible, relocated sculptures should be incorporated into garden beds and features, around the playground and the Visitor Information Centre, where they can be appreciated and enjoyed as part of the setting.

The existing fountain, located centrally, will be retained in its current location and integrated into the regional playground. The plaque wording will be reviewed, with the Authority in partnership with Eastern Maar to develop a path forward in response to community concerns. The anchor will be also be retained in its current location.



Image 19. Existing fountain to be retained in its current location within the foreshore reserve.

3.2.13 Public Art

While specific locations for public art have not been identified on the Foreshore Master Plan, the incorporation of public art within the foreshore landscape is encouraged. Public art could include sculpture, lighting, paving and planting treatments. Public art should reflect the local qualities of the foreshore, its environment and its history and be carefully considered and located. Opportunities to work in partnership with Tradition Owners to communicate their stories through art is encouraged. It is important that this process is led by Traditional Owners.

Further guidance regarding public art is located in Section 7 - Design Guidelines.



Image 20. Public art to reflect local qualities of Apollo Bay and its context.

3.2.14 Public Toilets

As a key destination within Apollo Bay, considerable pressure is placed on infrastructure within the foreshore, in particular public toilet facilities. Concerns have been raised in recent years in regards to the location, quantity and quality of public toilets within Apollo Bay, especially their proximity to bus and coach parking areas.

Public toilets are important for locals, visitors and a range of site users. They must be located appropriately and be of a high quality to meet the needs of a full range of users. Public toilets, as outlined on the Foreshore Master Plan include:

- **Visitor Information Centre** – Currently located adjacent to the Visitor Information Centre, with access from the adjacent car park and Visitor Information Centre building via a boardwalk. The toilets are well located to provide easy access to the car park area for those travelling through town, as well as the Visitor Information Centre. They will support the coach parking bays and a new coach drop off point provided along the Great Ocean Road and will need to accommodate high volumes of tourists. While there is the opportunity to consolidate public toilets in proximity to the Visitor Information Centre, a demand analysis should be undertaken to determine facility size requirements (e.g. cubicle numbers).
- **Surf Club** – New public toilet facilities will be incorporated as part of the proposed redevelopment of the Surf Club. To be provided on the southside of the building, the toilets will support beach, playground and park users.

- **Regional Play Space** – The existing public toilets near the skate park will be relocated near the regional play space, once these have reached the end of the usable life, to improve their visibility, functionality and access to parking and the foreshore promenade. The detailed design of the foreshore reserve will need to allow for this relocation, not only in a spatial sense but also allow for the provision of services. The toilets will support users of the play space, bbq and picnic areas and adjacent events and lawn areas.
- **Golf Club** – There is the opportunity to relocate and upgrade the existing public toilets within the Golf Club car park to a more suitable location within the foreshore reserve. Opportunities to consolidate this facility as part of a redeveloped GOLF Club building should be considered in the future.

Additional public toilets have been identified for Apollo Bay Harbour as part of the Harbour Development Plan. This includes new public toilets at Mother Beach Car Park (as part of the proposed Port Operations Building) and at Point Bunbury.

Public toilet provision and design should consider the principles outlined in the Draft COSC Public Toilet Strategy which focuses on:

- Adequate Provision;
- Maximum Economic Benefit;
- Environmentally Responsible;
- Quality and Safe Design;
- Equitable Access; and
- Well Maintained and Hygienic.

While the Master Plan provides for an appropriate distribution of public toilets (approximately 400m spacing), the size of public toilet facilities will need to be informed by a demand analysis (to be undertaken separately).



Image 21. Well designed public toilets, reflecting the coastal character of Apollo Bay.

3.2.15 Coastal Protection

The issue of climate change is an essential consideration for all coastal communities and for the Apollo Bay Foreshore.

State Government is currently working with the Authority, COSC, DoT and the local community to identify locations and short and long term options for protecting the coastline along Apollo Bay and Marengo, which are under-threat and experiencing the impacts of coastal erosion.

While the treatment of coastal erosion is outside the scope, the Master Plan does aim to ensure all new structures and works proposed are located away from areas identified as potentially at risk of sea level rise and future erosion. While the risk of erosion is considered low along the foreshore, the Master Plan ensures no additional structures are provided within the foreshore reserve and future buildings are located away from coastal dunes.



Image 22. Coastal erosion management implemented within Apollo Bay.

3.2.16 Vegetation

Much of the coastal environmental systems along the foreshore have been altered over time through natural processes such as erosion and sand displacement or human intervention. While they are a valuable environmental asset and an integral component of the foreshore landscape, they are not an original landscape feature.

Despite this, the dunes provide protection to the foreshore reserve and provide a unique experience for visitors. The Master Plan proposes to enhance the environmental qualities and landscape character of the foreshore by retaining and revegetating these dunes with indigenous coastal vegetation. This will also help to stabilise the dunes and discourage unwanted and destructive movement between the foreshore reserve and beach.

A row of mature Monterey Cypress trees along the Great Ocean Road (at the northern extent of the foreshore) are protected by a Heritage Overlay and will be retained.

While some vegetation may need to be removed to allow for the redevelopment of the Apollo Bay Surf Life Saving Club, existing trees will generally be retained and integrated into the public realm. New planting, including trees and garden bed planting, will also provide shade and amenity for park users. Additional street tree planting will be provided along the Great Ocean Road to reinforce the street edge, visually connect the foreshore, street and shopping areas and to provide shade and shelter for pedestrians using the adjacent shared path.

The use of coastal indigenous and native species is preferred throughout the foreshore with a focus on species which are low maintenance, drought-resistant and fauna friendly.

3.2.17 Materials and Finishes

Currently the foreshore reserve includes an eclectic variety of furniture items including seating, picnic tables, shelters, BBQ's materials, planting and public art etc. To provide consistency, link spaces and reinforce the valued qualities and heritage of the foreshore reserve, a cohesive palette of materials and finishes is proposed. This will also reflect the broader palette of materials and finishes proposed within the town centre streetscapes and the Harbour development.

Further guidance in relation to public realm materials and finishes is outlined in Section 7 - Design Guidelines within this report.



Image 23. Indicative example of preferred materials and planting for use within the public realm.

3.2.18 Coach and Over Dimensional (OD) vehicle parking

On road coach and OD vehicle parking bays (4 X 15m bays) are provided along the Great Ocean Road, adjacent to the Visitor Information Centre. These parking bays will allow for coach parking or cars with caravans and other over dimension vehicles to park near the Visitor Information Centre with easy access to the Great Ocean Road.

This location will function as a complete short-term rest area for visitors that are only stopping for a toilet break and a designated drop off point for coach passengers within the Apollo Bay. Longer term parking for coaches, cars with caravans and other over dimension vehicles will be provided for along Pascoe and Thomson Street. This forms part of the broader strategy for coach and OD parking within Apollo Bay as outlined in Part A - District Plan.

3.2.19 Car Parking

The Apollo Bay Foreshore Master Plan provides a number of locations for parking including:

- **Main Foreshore Car Park** (approx. 49 car spaces, including 3 disabled spaces). This area will be reconfigured to provide a single point of entry, minimising conflicts with pedestrians. Enhanced landscaping will integrate the area into its landscape setting.
- **Thomson Street Car Park** (approx. 63 car spaces, including 2 disabled spaces). This area will be improved to create a more efficient and formalised parking area, that allows for safer pedestrian access and integrated into its landscape setting.
- **Golf Club Car Park** (approx. 26 car spaces including 2 disabled spaces, 16 golf club spaces plus an additional 10 overflow spaces)– primarily for parking generated by the access to the Golf Club, the expanded car parking area is also likely to be used by visitors to the foreshore, the public toilets and the adjacent Anglican Church. A more efficient and formalised parking area (gravel paving), with improved landscaping will create a more functional and aesthetically pleasing space, which is important given its prominent location. The car park will also have a connection to a grassed overflow parking area that may also serve as a temporary event staging area.

A total of 138 car spaces will be provided in these locations. Additional parking will be provided for along the Great Ocean Road through on street parking.

Future improvements to car parking areas should incorporate Water Sensitive Urban Design (WSUD) to reduce the impacts of stormwater runoff from hard surface areas without creating a barrier to movement between car parks and key foreshore areas. Improved surveillance and lighting will be provided to improve safety to car parking areas at all hours of the day.



Image 24. Formalised car parking.

4 SKENES CREEK FORESHORE MASTER PLAN

The following section outlines a Master Plan for the Skenes Creek Foreshore. The Master Plan aims to provide a design for the future use and development of the precinct that considers concerns raised by the community, as well as addressing legislative, planning and policy requirements.

NOTE: All images are indicative only.

4.1 Overview

The Skenes Creek Foreshore Master Plan will deliver a number of significant benefits to the local and wider community. These include:

- Larger and enhanced public foreshore spaces that act as an activity focus for both visitors and locals.
- Additional foreshore spaces for passive recreational activities.
- Formalised foreshore car parking area, setback from the foreshore.
- Continuous and clear pedestrian access along the foreshore and between key destinations including the public toilets and Skenes Creek Reserve.
- Enhanced beach access including upgrades stairs near the foreshore car park and an new all abilities beach access ramp near the public toilets.
- Safer pedestrian access across the Great Ocean Road and to bus stops.
- Improved amenity and pedestrian access to Skenes Creek Reserve.
- A potential trail along Old Coach Road up to Hickeys Cutting.

These benefits are outlined further on the following pages.

PLEASE NOTE: Concept Plan only and subject to further detailed technical design. Not for construction.

Any infrastructure suggested on or close to dunal areas will need further rigorous investigation by the relevant authorities, particularly with regard to potential erosion and dune stability and cultural sensitivities.

Aboriginal archaeological sites are present and must not be harmed.

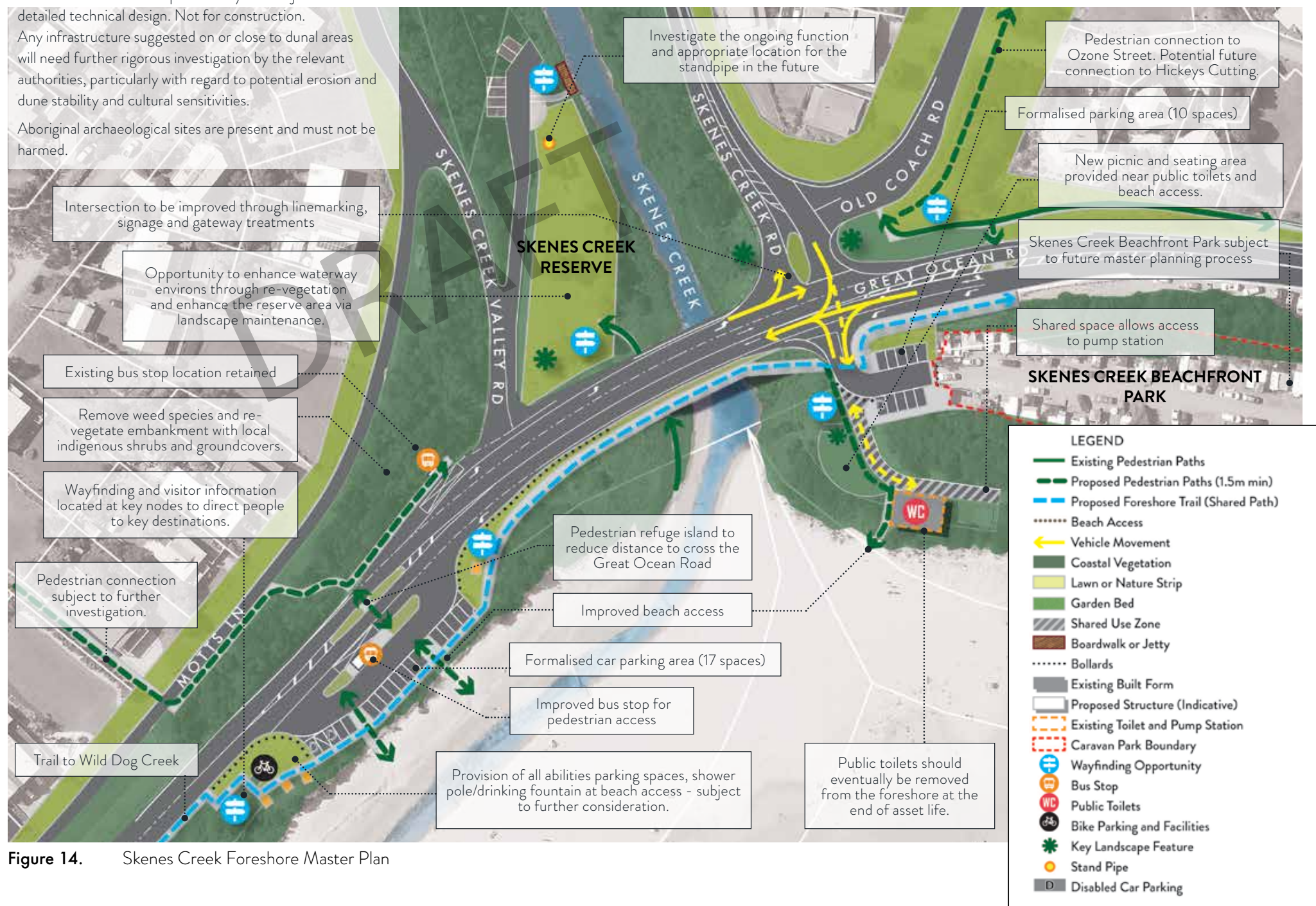


Figure 14. Skenes Creek Foreshore Master Plan

4.2 Key Components of the Skenes Creek Foreshore Master Plan

This section describes the key components of the Skenes Creek Foreshore Master Plan.

4.2.1 Skenes Creek Foreshore and Car Park Area

The foreshore and car park area is a key destination within Skenes Creek providing the main access to the beach.

An all abilities picnic table has already been provided within the existing picnic area to the west of the foreshore car park. This will be complemented by a proposed all abilities path, a disabled car space and bike rack and rubbish bins. The area will be further enhanced through the revegetation of the adjacent escarpment, and the provision of a new safety barrier along the Great Ocean Road. The opportunity to provide additional facilities at the foreshore including a drinking fountain and a shower pole should also be investigated.

The foreshore car park will be formalised to create a more efficient parking area that is setback from the beach. This will enable the creation of continuous pedestrian access along the foreshore and a new picnic area to the east of the foreshore car park. The new picnic area will include picnic tables and areas of lawn, with the adjacent escarpment to be revegetated to improve its visual and environmental qualities and discourage uncontrolled beach access.



Image 25. Continuous access provided along the foreshore and between the main car park and public toilets.



Image 26. Example of improved beach access.

4.2.2 Skenes Creek Public Toilets and Car Park Area

An existing public toilet and sewer pump station are located near the entrance to the caravan park and main beach. These are owned by Barwon Water and are the only public toilets within Skenes Creek.

While the public toilets will remain in the short term, these will eventually be removed from the foreshore at the end of their lifespan (in-line with current policy). An alternative location within Skenes Creek is yet to be identified however it is unlikely to be relocated within the next 30 years.

The area surrounding the public toilets and the adjacent parking area will be enhanced to improve the amenity of the space and pedestrian and vehicle connections.

The Master Plan proposes to formalise the car parking area adjacent to the Skenes Creek Beachfront Park, allowing clear pedestrian paths between the Great Ocean Road bridge and beach access. A shared space will enable authorised vehicle access to the sewer pump station, while creating an expanded area for pedestrians. Unauthorised access will be controlled via bollards.

A new public space will be created adjacent to the public toilets. This will include a lawn area, wayfinding signage and picnic facilities and will improve visual connections between the car parking area, public toilets and beach access. The adjacent escarpment will be revegetated to improve its visual and environmental qualities and discourage uncontrolled beach access.

4.2.3 Skenes Creek Beachfront Park

The Skenes Creek Beachfront Park occupies a premium location along the foreshore and is managed by the Authority. The Authority have identified the need to prepare a separate Master Plan for the Beachfront Park to help address some of the issues identified through this CIP process.

The Master Plan process should consider the following community feedback identified through CIP consultation activities:

- Provision of a kiosk and shared meeting space that can be utilised by residents and visitors.
- Improve the overall amenity and aesthetics of the site including clear and secure beach access.
- Improve on-site parking and access to avoid pedestrian and vehicle conflicts.
- Improve safety issues associated with visitor parking along the Great Ocean Road.
- Risks of coastal erosion.

4.2.4 Skenes Creek

Skenes Creek is a key waterway and natural asset within the township. There are opportunities to enhance this waterway environs and its amenity through additional planting along its banks. The existing jetty will be maintained.

COMMUNITY INFRASTRUCTURE PLAN

APOLLO BAY - SKENES CREEK - MARENGO

4.2.5 Skenes Creek Reserve

Skenes Creek Reserve currently provides lawn areas, seating, signage and access to a small wooden jetty used for fishing. Proposed enhancements to Skenes Creek Reserve aim to improve its amenity and connections to the foreshore reserve. These improvements include:

- Provision of additional seating, picnic facilities and footpaths.
- Enhancements to lawn areas, including weed removal to provide an enjoyable space for picnicking and relaxing.
- Provision of a formal pedestrian path underneath the Great Ocean Road bridge to connect the reserve to the foreshore and provide a more inviting and safe space for people to move through. Public art could also be provided, particularly underneath the bridge to help improve the amenity of this space.
- Investigation of the ongoing function and location of the standpipe to determine if an alternative location or treatment might be more appropriate.

To improve visual connections between Skenes Creek Reserve and the other public spaces along the foreshore, a consistent palette of materials should be utilised. This should reflect the local qualities and coastal character of Skenes Creek.



Image 29. Provision of additional seating, picnic facilities and footpaths to improve Skenes Creek Reserve.

4.2.6 Pedestrian Access

Walking and cycling connections between residential areas and the foreshore are difficult to achieve due to the sloped terrain and high volume traffic along the Great Ocean Road. Additionally, access between key visitor destinations within Skenes Creek, including public toilets, car parking, the beach and Skenes Creek Reserve are disconnected.

Recent upgrades have been made to the pedestrian paths between Old Coach Road and the Caravan Park (across the Great Ocean Road). Other opportunities to improve pedestrian connections between key destinations in Skenes Creek, as outlined in the Master Plan, include:

- Provision of a pedestrian refuge along the Great Ocean Road. This will enable pedestrians to cross one lane of traffic at a time across the Great Ocean Road and will be aligned with pedestrian paths proposed within the foreshore and residential areas of Skenes Creek.
- A continuous pedestrian path connecting the foreshore car park and picnic facilities to the public toilets located adjacent to the caravan park. This will be facilitated by upgrades to the Great Ocean Road bridge including the provision of a pedestrian and cycling path along the southside, to be undertaken by DoT (Department of Transport). This will allow people to move safely and conveniently between the foreshore and the public toilets, reducing pedestrian and vehicle conflicts.
- A formal pedestrian path connecting Skenes Creek Reserve and the foreshore reserve (underneath the Great Ocean Road bridge).
- Beach access points will be retained and upgraded to consider coastal conditions and be sensitively integrated to minimise erosion and impacts to the dunes.

- Completion of the Coast Discovery Trail to Skenes Creek (connecting to Wild Dog Creek and Apollo Bay). While outside the scope of this project, funding has been committed to and this project is expected to proceed.
- Opportunities to provide a coastal walk or cycle trail between Skenes Creek and Fairhaven. This is currently subject to a feasibility being undertaken by State Government and funding allocation.
- Pedestrian connection to Ozone Street with potential for future connection to Hickeys Cutting.



Image 27. Continuous access provided along the foreshore and between the main car park and public toilets.

4.2.7 Bike Facilities

To encourage cycling within Skenes Creek and to other destinations including Apollo Bay and Fairhaven, bike hoops are proposed near the foreshore reserve picnic area. The provision of a drinking fountain adjacent to the foreshore reserve and car park area should also be investigated.

4.2.8 Wayfinding and Signage

Wayfinding signage will be located across Skenes Creek to direct people to key destinations and encourage further exploration of Skenes Creek. Key locations are identified on the Master Plan. While the design of all signage is subject to detailed design, consistent wayfinding signage should be provided to delineate key movement networks, destinations and parking within Skenes Creek. Signage should be consistent in style and form within the three towns.

Community consultation highlighted the need for signage to inform visitors of the risks associated with swimming in the ocean, given Skenes Creek beach is currently unpatrolled. Enhanced signage in various languages could be provided at beach access points to help convey this important message for all beach users.



Image 28. Existing wayfinding signage provided at Skenes Creek.

4.2.9 Interpretation

Opportunities for interpretation should also be provided throughout to highlight the key features of Skenes Creek. While subject to further detailed design, this could include native vegetation, Skenes Creek and the history of Skenes Creek and its community. Collaboration with Traditional Owners will ensure that the planning and delivery of interpretation reflects their rights and interests.



Image 30. Incorporating interpretation signage or creative paving can provide people with a greater understanding of the features of the site.

4.2.10 Public Art

While specific locations for public art have not been identified, the incorporation of public art within the landscape and public realm is encouraged. Public art could include sculpture, lighting, paving and planting treatments. Public art should reflect the local qualities of Skenes Creek and be carefully considered and located.

4.2.11 Gateway Element

DoT has identified the opportunity to provide a 'Gateway Element' near the intersection of Skenes Creek Road and the Great Ocean Road to signify arrival into the township. While it is understood this is likely to include signage, it could also include planting treatments, public art or lighting. It is important that this element is integrated into the landscape, provides a strong sense of arrival and reflects the local coastal character of Skenes Creek.

4.2.12 Vegetation

Vegetation around the edge of the town and along the foreshore provides a visual buffer between the shoreline and the housing areas. It also provides dune stability and enhances the character of the township.

The Master Plan aims to protect and enhance vegetation within Skenes Creek. Additional planting and revegetation is proposed along the north side of the Great Ocean Road, Skenes Creek and the foreshore reserve. Key considerations for revegetation includes:

- Impacts on key views, particularly at the intersection of Skenes Creek Road and the Great Ocean Road;
- Provision of trees, shrubs and grasses which respect and reflect the local environment;
- Use of coastal indigenous and native species is preferred;
- No weed species will be used; and
- Plant species will focus on those which are low maintenance, drought-resistant and fauna friendly.

4.2.13 Bus Stops

Two existing bus stops are located within Skenes Creek. These include one on the north side of the Great Ocean Road adjacent to Skenes Creek Valley Road (west side) and one on the south side of the Great Ocean Road adjacent to the foreshore car park area.

Improving pedestrian safety and access to these bus stops, as well as the amenity of both bus stops was a key consideration of the Master Plan. Pedestrian safety and access improvements will be facilitated by enhanced connections across the Great Ocean Road (to residential areas), as well as the formalisation of the foreshore car park to provide clearly defined connections for pedestrian between the bus stop and the foreshore.

While a bus shelter is provided on the north side of the Great Ocean Road, a new bus shelter on the south side, will provide a sheltered waiting area for passengers. A transparent shelter (glass or similar) is preferred in this location, to ensure views to the ocean along the Great Ocean Road are not impacted. Both shelters should also include bus timetable information, as appropriate.

4.2.14 Car Parking

The Skenes Creek Master Plan will be provided at a number of locations for parking including:

- **Foreshore Car Park** (approx. 17 car spaces, including 2 disabled spaces). This area will be improved to create a more efficient and formalised parking area, with clear pedestrian connections to the beach.
- Parking adjacent to **Skenes Creek Caravan Park and Public Toilets** (approx. 10 car spaces, including 1 disabled space) – provides parking for visitors to the toilets and the beach. Given the high demand for these spaces, temporary and visitor parking associated with the caravan park should be accommodated within the park's boundaries. Improved surveillance and lighting will also be provided to improve safety and access to the public toilets at all hours of the day.
- **Skenes Creek Reserve Car Park** (approx. 6 car spaces) – primarily for visitors to Skenes Creek Reserve and the adjacent creek. This area will be improved to create a formalised parking area.

A total of 32 car spaces are provided in these locations. Dedicated long vehicle parking has not been provided however there are a number of longer spaces located near the new picnic area, opposite Skenes Creek Valley Road which maybe used by long vehicles. Larger buses and coaches are discouraged from parking within Skenes Creek to minimise amenity impacts on the foreshore.



Image 31. Formalised car parking areas

5 MARENGO FORESHORE MASTER PLAN

The following section outlines a Master Plan for the Marengo Creek Foreshore. The Master Plan aims to provide a design for the future use and development of the precinct that considers concerns raised by the community, as well as addressing legislative, planning and policy requirements.

NOTE: All images are indicative only.

5.1 Overview

The Marengo Foreshore Master Plan will deliver a number of significant benefits to the local and wider community. These include:

- An enhanced public foreshore park that acts as an activity focus and a destination for both visitors and locals. The additional space will allow for enhanced pedestrian access and seating.
- A more efficient and formalised parking area, setback from the foreshore.
- Improved maintenance of wetland to address functionality and aesthetic objectives (subject to further investigations).
- A network of continuous and clear pedestrian paths and lookout points along the foreshore and headland allowing for views to seals at the Marengo Reefs Marine Sanctuary. This also integrates the Great Ocean Walk.
- Enhanced pedestrian access to the beach.
- Public toilet access provided at the Marengo Holiday Park.
- Entry feature and gateway signage to signify arrival into Marengo.
- Interpretation and directional signage to inform site users about the unique environment and history and to help direct people to key facilities and destinations in Marengo.

These benefits are outlined further on the following pages.

PLEASE NOTE: Concept Plan only and subject to further detailed technical design. Not for construction. Any infrastructure suggested on or close to dunal areas will need further rigorous investigation by the relevant authorities, particularly with regard to potential erosion and dune stability and cultural sensitivities.

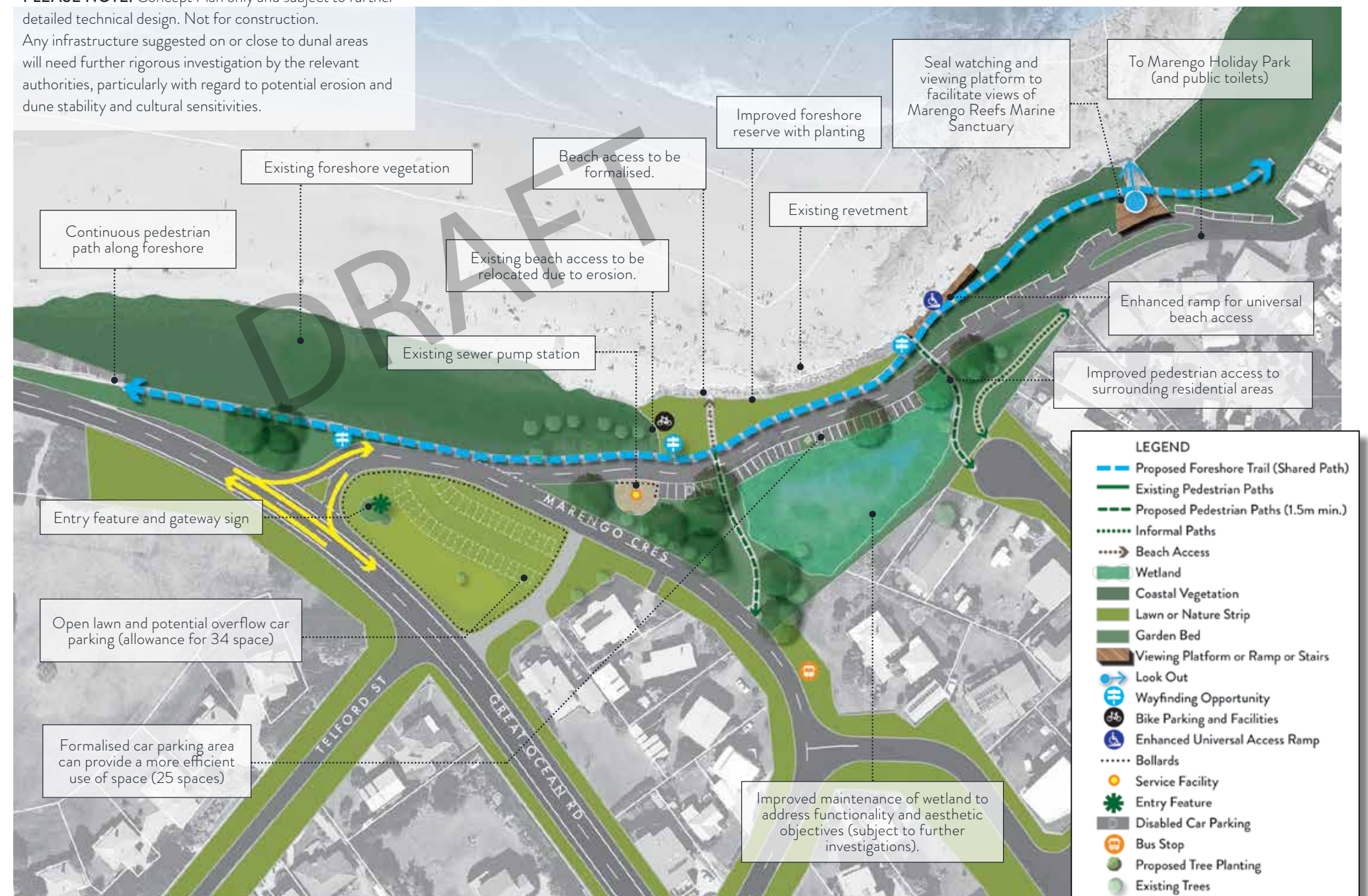


Figure 15. Marengo Foreshore Master Plan

5.2 Key Components of the Marengo Foreshore Master Plan

This section describes the key components of the Marengo Foreshore Master Plan.

5.2.1 Marengo Foreshore and Car Park Area

The foreshore and car park area is a key destination within Marengo providing the main access to the beach.

The foreshore car park will be formalised to create a more efficient parking area and avoid pedestrian and vehicular conflicts. It will be setback from the foreshore to allow for a continuous pedestrian path and expanded picnic and lawn area adjacent to the beach. The new lawn area will allow for passive recreational uses and seating and enjoyment of the expansive views afforded at this location.

The foreshore will be revegetated to improve its visual and environmental qualities and discourage uncontrolled beach access.

Entry and exit into the car park from the Great Ocean Road will be retained. While outside the scope of this project, a traffic assessment should be undertaken as part of future detailed design. The access road between the car park and Marengo Holiday Park is consistent with the current alignment, avoiding coastal vegetation and the wetland.



Image 32. Enhanced foreshore reserve will allow for a continuous path and opportunities for seating or relaxing on the grass.

5.2.2 Public Toilets

While public toilets will not be provided within the Marengo foreshore reserve due to visual concerns and coastal erosion risks, public toilet access will be provided at the Marengo Holiday Park. This will enable convenient public toilet access for visitors and will be supported by signage to help direct foreshore users and visitors to these facilities.

5.2.3 Seal Watching Platform

A viewing platform allowing for seal watching is proposed along the Great Ocean Walk, between the caravan park and the foreshore. The platform will activate seal tourism opportunities, provide a facility for visitors to enjoy, as well as establish a visual connection to the Marengo Reefs Conservation Sanctuary.

The platform location and form will need to consider existing views of the shoreline and respond to potential views of the seals. There is the opportunity to upgrade interpretive signage at this platform to provide information regarding the seal colony and the Marengo Reefs Conservation Sanctuary.

The detailed design of this platform will be determined through a separate master planning process.



Image 33. Seal watching platform integrated into the Great Ocean Walk.

5.2.4 Wetland

The wetland at Marengo provides treatment for runoff from the town, however due to a lack of maintenance, the asset is degraded from both visual and performance perspectives. While the wetland is proposed to be retained, it will be subject to improved maintenance to address functionality and aesthetic issues, subject to further investigations.



Image 34. Opportunities to improve the wetland at Marengo.

5.2.5 Marengo Holiday Park

The adjoining Marengo Holiday Park has not been incorporated within the Master Plan. The Holiday park will be subject to a separate planning process.

5.2.6 Sewer Pump Station

The sewer pump station is to be retained on site with vehicle access facilitated from the adjacent car park area. The Master Plan looks to integrate this facility into the landscape setting and minimise its visual impact through additional planting to soften the edge of the space.



Image 35. Opportunities to provide screening and minimise the visual impact of the sewer pump station.

5.2.7 Pedestrian Access

Walking and cycling connection along the foreshore and to residential areas are disjointed, informal and unsealed, while the route of the Great Ocean Walk is illegible, particularly as it meanders through the Marengo Holiday Park.

To improve pedestrian access within Marengo, a continuous pedestrian path is provided along the foreshore and around the Marengo Holiday Park headland (within the Holiday Park), subject to a feasibility study and approvals.

The proposed alignment of this path aims to provide a functional and legible trail which effectively and safely separates pedestrians from vehicles and the Holiday Park and is sympathetic to the scenic and natural qualities of the setting. It will provide continual pedestrian access along the foreshore and headlands without compromising the significant visual, geotechnical, ecological and coastal values of the area.

Small sections of boardwalk may be required to cross steep gullies and pinch points, particularly towards the headlands, subject to future detailed design.

The same path will also form part of the Great Ocean Walk. To support this role, suitable wayfinding and directional signage should be provided that helps navigate people through Marengo and to key amenities, such as the public toilets within the Holiday Park. Existing signs and facilities (i.e. rubbish bins and picnic settings) will need to be relocated to provide for the proposed path alignment.

In addition, a number of existing pedestrian connections to surrounding residential areas will be formalised. This includes providing hard surface pavement and achieving Disability Discrimination Act compliance, where possible. This will help improve connections to the foreshore for locals, discourage vehicle use for short trips and discourage further tracks being created within the foreshore reserve.

Beach access points are generally retained and upgraded or relocated. The northern most beach access point has been eroded and will be relocated. This will be facilitated through the formalisation of an existing informal access point, located approx. 15m to the south. The existing ramp and stair structure near the Holiday Park will be replaced to provide all abilities beach access and will form part of a cohesive design with other elements of the foreshore and Great Ocean Walk.



Image 36. Opportunities to provide improved stairs and ramp for all abilities access to the beach.

5.2.8 Bike Facilities

To encourage cycling within Marengo and to other destinations including Apollo Bay and Skenes Creek, bike hoops are proposed near the foreshore reserve. These will be co-located with a drinking fountain.



Image 37. Bike parking located near the foreshore where it is easy to find.

5.2.9 Wayfinding and Signage

Wayfinding signage will be incorporated to help direct people to key destinations and encourage further exploration of Marengo. Key locations are identified on the Master Plan. While the design of all signage is subject to further detailed design, consistent wayfinding signage should be provided to delineate key movement networks, destinations and parking within Marengo. Signage should be consistent in style and form within the three towns.

5.2.10 Interpretation

Opportunities for interpretation should also be provided throughout to highlight the key features of Marengo. While subject to further detailed design, this could include interpretation of the Marengo Reefs Conservation Sanctuary, seals (associated with the seal watching platform), local vegetation and flora and the history of Marengo and its community.

Collaboration with Traditional Owners will ensure that the planning and delivery of interpretation reflects their rights and interests.



Image 38. Incorporating interpretation signage or creative paving can provide people with a greater understanding of the features of the site.

5.2.11 Entry feature

An entry feature is identified near the intersection of Marengo Crescent and the Great Ocean Road to signify arrival into the township. This could include signage, planting treatments, public art or feature lighting. It is important that this element is integrated into the landscape, provides a strong sense of arrival and reflects the local coastal character of Marengo.



Image 39. Indicative entry feature to signify arrival at Marengo Foreshore.

5.2.12 Vegetation

The coastal vegetation around the edge of the town acts as a visual buffer between the shoreline and the housing areas. It also provides dune stability and enhances the character of the township.

The Master Plan aims to protect and enhance vegetation within Marengo. Additional planting and revegetation is proposed along the foreshore and headlands as appropriate. Key considerations for revegetation include:

- Impacts on key views, particularly from residential areas adjacent;
- Provision of trees, shrubs and grasses which respect and reflect the local environment;
- Use of coastal indigenous and native species is preferred;
- No weed species will be used; and
- Plant species will focus on those which are low maintenance, drought-resistant and fauna friendly.

Some vegetation removal maybe required to allow for the realignment of the Great Ocean Walk, particularly along the headlands. This is subject to further detailed design.

Further to this, Parks Victoria have identified a number of large *Cupressus macrocarpa* trees along the headlands for removal. The removal of these trees will allow for spectacular views from the Holiday Park and for the realignment of the Great Ocean Walk and is subject to further detailed design.

5.2.13 Car Parking

The Marengo Master Plan provides for enhanced car parking including:

- **Foreshore Car Park** (approx. 26 spaces, including 2 disabled spaces). This area will be improved to create a more efficient and formalised parking area, with clear pedestrian connections to the beach. (This does not include the 14 spaces located near the look out and Caravan Park entry.)
- **Additional Overflow Parking** (approx. 34 spaces) – accommodated within the lawn area along the Great Ocean Road. Bollards will control access to this area when not in use.

A total of 60 car spaces are provided in these locations. While dedicated long vehicle and mini bus parking has not been provided, there is the opportunity for a small number of long vehicles to use the parallel parking spaces located near the seal watching and viewing platform. Larger buses and coaches are discouraged from parking within Marengo to minimise amenity impacts within the foreshore.

6 APOLLO BAY RECREATION RESERVE

The Apollo Bay Recreation Reserve is managed by the Authority and provides a unique mix of sporting, recreation and camping functions for locals and tourist alike. The sporting facilities include a sports oval, cricket nets, tennis and netball courts as well as associated club rooms and pavilion. These facilities are primarily used by Apollo Bay, Skenes Creek and Marengo residents. Previous studies, analysis and consultation feedback highlighted a number of issues and opportunities in relation to the Recreation Reserve and Pony Club. These are outlined opposite.



Image 40. Existing sports oval at the Recreation Reserve.



Image 41. Existing cricket and football pavilion.

6.1 Opportunities

As part of the CIP, the potential to relocate the Recreation Reserve and the Pony Club was explored. However, a suitable alternative location was not identified.

The Authority has since identified the need to prepare a master plan for the Recreation Reserve and is undertaking a Camping Uplift Project to help address some of the issues identified through the CIP process. The CIP supports the completion of these projects. These projects should be undertaken in collaboration with COSC and consider the following:

- Provision of a well-connected network of pathways to and within the precinct, which are safe, clear, and accessible to all users. This includes allowing for connections to the town centre and other health and education facilities within Apollo Bay.
- Improving the interface with Barham River.
- Improving the overall amenity and aesthetics of the site including the provision of shade and wind protection.
- Enhancing the road network to provide clear connections and avoid pedestrian and vehicle conflicts.
- Mitigating the impacts of flooding.

The potential to relocate the Pony Club to an alternative site (e.g. Heathfield Estate Reserve) should continue to be investigated to ensure the continued availability of the foreshore land for public open space purposes.



Figure 16. Recreation Reserve - Existing Conditions



7 DESIGN GUIDELINES

7.1 Overview

Design Guidelines have been prepared to guide future development within the Apollo Bay, Skenes Creek and Marengo Foreshore Reserves so that they contribute to the coastal character, provide a high level of amenity for locals and visitors, and sets benchmarks in design quality. The guidelines will ensure future development:

- Respond to themes of the three towns, including their history, environment and people;
- Considers a site responsive approach to design;
- Contributes to the relaxed coastal character of the three towns; and
- Consider climate change and the environmental conditions of the foreshore setting.

These guidelines consist of two key sections. These are:

- **New Structures, Car Parking and Access** - Provides guidance for the future detailed design of the new buildings.
- **Public Realm** - Provides guidance for the future detailed design of all elements within the public realm.

NOTE: All images are indicative only.

7.2 Where do they apply?

The Design Guidelines apply to Foreshore Reserves managed by the Authority within Apollo Bay, Skenes Creek and Marengo. Refer to Figures 12-15.

7.3 Who uses them?

The Design Guidelines are used as a design tool for individuals and groups who are developing proposals for structures on the coast, like local councils, committees of management, community groups, individuals, groups, private entities and agencies, design consultants, architects and developers.

7.4 Policy Guidance

All buildings and works should be consistent with:

- The Colac Otway Shire Planning Scheme;
- Siting and Design Guidelines for Structures on the Victorian Coast, Department of Environment, Land, Water and Planning (May 2020);
- The Victorian Marine and Coastal Policy 2020; and
- Good Design and the Coast, Issue 2003, by the Office of the Victorian Government Architect, Victorian Coastal Strategy 2014 or subsequent version.

7.5 New Structures, Car Parking and Access

7.5.1 Heritage

- Alterations and additions to heritage buildings (i.e. the Information Centre) should be undertaken in a way that respects their design, appearance and significance in accordance with the Heritage Overlay.

7.5.2 Structure Height

- Structure heights should be responsive to the scale of existing development and landscape within and adjacent to the foreshore reserve.
- Structure heights should generally not exceed 9m above natural ground level. Allowance for roof forms, architectural features and detailing and services may be permitted, if required. In this case, it will need to be demonstrated that these elements will have minimal visual impact on views to the surrounding landscape.
- Internal structure spaces are designed to be adaptable and have a high level of amenity.
- Ground floors should be developed with a minimum floor to floor dimension of 4.0m at ground level and 3.7m at the second levels to enable adaptation to a variety of uses.

7.5.3 Siting of Structures

- Minimise the visual and physical impact of structures by grouping these and providing common access points, where possible and appropriate.
- Structures should be sited to retain and sensitively respond to known and yet to be discovered Traditional Owner heritage.
- Structures should be sited to avoid and minimise the impact to indigenous vegetation, where possible and appropriate.
- Orientate structures and position windows, awnings and shutters to maximise views to the water, to capture solar access in winter and provide appropriate shading in summer.

7.5.4 Structure Form and Design

- Structures are to be of a responsive architectural style and reflect a form of development appropriate to the coastal character of the foreshore environment. Avoid excessive detailing in facades.
- Built form and design should complement the topography to minimise the cut and fill.
- Pitched roofs (greater than 5 degrees to allow self washing) are encouraged. This is reminiscent of the surrounding undulating topography and vegetation.
- Roof forms should be integrated with the overall structure façade design. On larger structures, articulate or divide roof forms into distinct sections in order to minimise visual bulk.



Image 43. Indicative roof form that has been integrated with the overall design of the building.



Image 44. Simple materials reflecting the coastal character of the foreshore.



Image 45. Indicative articulated facade.

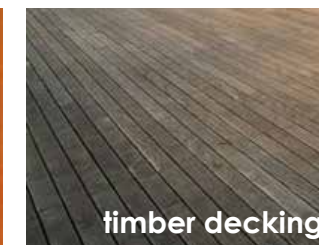
- All structure walls that are visible from key public areas should be articulated to provide visual interest. Articulation can be achieved by varying structure setbacks or projecting structure elements, utilising glazing, and varying structure materials, finishes and colours. Avoid excessive blank walls.
- Provide vertical articulation to visually break up the appearance of wider structure frontages.
- Upper levels of structures should be designed to provide habitable rooms with windows or balconies that overlook the public realm and capture views towards the water.
- The structures should provide awnings along the interface with key public areas to provide shelter and shade to pedestrians.
- Any sheds and outbuildings should complement the form, materials and colours of adjacent buildings.

7.5.5 Materials and Colours

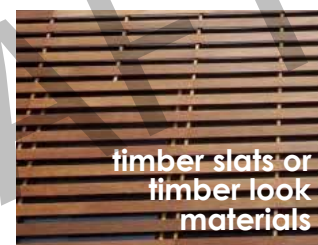
- Use a mix of traditional and natural materials, textures and finishes that contribute to the coastal character of the foreshore. This could include a complementary combination of materials selected from the following; simulated weatherboards, lightweight materials, timber, render or concrete, steel, corten and natural stonework.
- All cladding, trim and painted external walls should be coloured and maintained in muted natural and coastal tones or other similar colours. Avoid the use of bright, bold colours that are not compatible with the muted tones of the natural landscape.
- External finishes should be of low reflectivity to minimise glare and reflection to surrounding areas. This includes roofing materials and glazing. Solar panels are exempted.



corten



timber decking



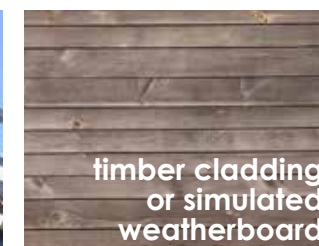
timber slats or
timber look
materials



natural stone



heavy timbers



timber cladding
or simulated
weatherboard



timber and glass

Image 42. Indicative example of preferred materials and external finishes for the Surf Club building.

- Materials should consider the coastal environment and be resistant to elements such as salt, wind and sand.
- Utilise locally sourced, ecologically friendly and low embodied energy materials, recycled and recyclable materials, where appropriate.

7.5.6 Layout and Entries

- Building entries are to be located and orientated to address key public areas to provide logical and convenient access for visitors.
- Distinguish service entries from public entries.

7.5.7 Servicing and Bins

- Ensure building services are incorporated into the design of developments and screened from key public areas.
- Provide appropriate waste storage, loading and recycling facilities and screen them from public view.
- Loading and storage areas should be located to the rear or the building and hidden from key public views, where possible. Landscaping, articulation and fencing are key considerations to screen these areas.

7.5.8 Signage

- In addition to the requirements of Clause 52.05 of the Colac Otway Shire Planning Scheme, signage should:
 - Be of a scale, design and location that complements the design and proportion of the building and the landscape setting.
 - Be kept to a minimum by consolidating information.
 - Be designed to avoid visual clutter and avoid unnecessary repetition.
 - Be limited to one suspended sign per frontage, perpendicular to the façade, located below the verandah.
 - Be coloured in muted natural and coastal tones or other colours approved by the responsible authority and should complement the colours of the building. Avoid the use of animation, flashing, bright or reflective surfaces and colours that are not compatible with the muted tones of the natural landscape.

7.5.9 Environmentally Sustainable Design

- Encourage best practice Environmentally Sustainable Design in all new buildings.
- Where practical, incorporate solar (photo-voltaic) panels to generate electricity.
- Ensure stormwater harvesting and reuse from all major roof surfaces. The water should be used for landscape irrigation, cleaning and toilet flushing.
- Provide water efficient taps and fittings and utilise recycled or tank water to minimise consumption of potable water.
- Where practical, incorporate grey water treatment and re-use systems (in accordance with EPA requirements) to provide additional water sources for irrigation of landscapes, cleaning and toilet flushing.
- Consider wind energy generation provided it does not adversely impact on key views.
- Position windows, awnings and shutters to capture solar access in winter and provide appropriate shading in summer.
- Utilise natural systems to provide cross flow ventilation of buildings while ensuring openings are sealed in winter to minimise draft.
- Utilise insulation in combination with other materials that maximise thermal performance. Insulation products containing recycled or renewable materials are preferred.
- Heating and cooling systems should be zoned to meet the operating times and uses of the internal uses.
- Maximise natural lighting through skylights, light wells and positioning windows to capture northern light.
- Utilise energy efficient lighting and appliances.
- Where practical, source local building materials to reduce transportation. Selection should also take into account the embodied energy required in the production of the material.
- Consider the environmental credentials of external finishes such as durable external materials and paints and paints that are low in volatile organic compounds.
- Recycled, rather than newly processed, products and materials should be considered such as concrete with recycled aggregate, recycled steel and cement substitutes.
- Timbers from sustainability managed plantations, salvaged or recycled sources, as well as recycled composite materials are preferred.
- Windows should be double or triple glazed to provide insulation from both hot and cold conditions. Tinted or toned windows are not encouraged as these can limit the warmth from the winter sun, distort and discolour views and limit views into the building from the adjacent public realm.

7.5.10 Car Parking and Access

- Separate pedestrian and cyclist entry and movements (e.g. by landscaping) from vehicle movements, particularly loading and servicing, where feasible.
- Clearly define pedestrian access between car parks and building entries.
- Pedestrian access within the precinct should be designed to achieve Disability Discrimination Act compliance, where possible.
- Loading areas should be clearly defined with line marking, designed to allow unobstructed vehicle access and provide appropriate turning areas in accordance with Australian Standards AS 2890.2 - Parking facilities Part 2: Off-street commercial vehicle facilities and the Planning Scheme.
- Car parking spaces and access ways should be designed in accordance with the dimensions specified in the Australian Standards and the Planning Scheme.
- Utilise porous surfaces and minimise impervious sealed surfaces, where practical, in order to maximise onsite stormwater infiltration.
- Utilise WSUD techniques to treat stormwater run-off from car parks and passively irrigate vegetation.
- Plant medium scale trees in car parking areas to improve visual amenity, provide shade and reduce urban heat island effects while ensuring view lines to foreshore areas from beyond the precinct are protected.
- Directional signage should be provided within the precinct to delineate entries and exits, parking and loading areas. Directional signage within the precinct should be consistent in style and form.

7.6 Landscape and Public Realm

7.6.1 Materials and Colours

- All landscape interventions should be appropriate to the coastal character of the precinct, be constructed of durable materials, vandal resistant, robust, safe and easily maintained.
- Where practical, source local materials to reduce transportation. Selection should also take into account the embodied energy required in the production of the material.
- Timbers from sustainability managed plantations, salvaged or recycled sources, as well as recycled composite or timber look materials are preferred.
- The preferred materials for the public realm should contribute to the coastal character of the precinct. Materials should be selected from the following:
 - Grass and lawn;
 - Timber, especially hard wearing and heavy timbers;
 - Enviroslat Composite or Timber-look Aluminium;
 - Stainless steel (marine grade) or corten steel;
 - Concrete, exposed aggregate feature paving and saw cut paving;
 - Granitic gravel paths;
 - Natural stones and rocks; and
 - Asphalt paving.

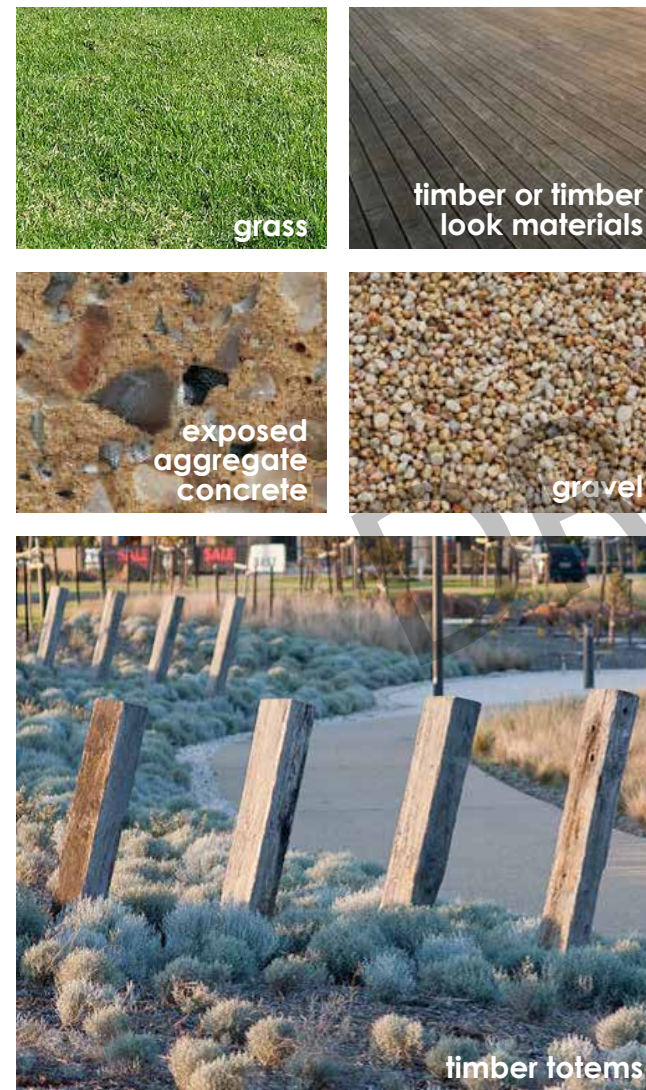


Image 46. Indicative example of preferred materials and external finishes for use within the public realm



Image 47. Indicative example of preferred furniture styles and forms for use within the public realm

7.6.2 Furniture

- Furniture including BBQ's, bollards, seating, picnic tables and picnic shelters should be functional and utilise simple forms and natural materials.
- Furniture should utilise inclusive design principles to ensure maximum accessibility by all people.
- The design of furniture should be consistent in style and form.

7.6.3 Lighting

- Lighting should be provided for the purposes of security and safe access to buildings and car parks. It should be designed so that it does not adversely impact on the safety of road users and does not impact on views to the water.
- Lighting should not impact ecological values or the night sky experience that is highly valued in coastal towns.

7.6.4 Vegetation and Planting

- Avoid or minimise the removal of native vegetation, where possible.
- All works within the precinct should ensure appropriate protection of existing vegetation including protection during construction.
- Vegetation should be resistant to coastal conditions (i.e. salt, wind and sand tolerant). Species that do not require irrigation from potable water supply are preferred.
- Where practical, indigenous and native coastal planting species that complement the coastal character of the precinct should be utilised.
- Vegetation should not impede on key sight lines.
- Shade trees should be incorporated, where practical.

- No plants classified as environmental weeds are to be planted on the precinct.

7.6.5 Public Art

- Public art should:
 - Contribute to the cultural identity and create a distinctive sense of place;
 - Respond to themes of the foreshore environment, including its history, its environment and its people;
 - Relate to buildings and the coastal character of the foreshore;
 - Respond to the challenge of climate change through sustainable design and fabrication;
 - Utilise timber and forms reminiscent of past site uses; and
 - Lighting of public art should complement lighting in public areas.

7.6.6 Interpretation

- The design of interpretation should be consistent in style and form throughout the precinct.
- Interpretation should:
 - Be subtle in the landscape and not be visually intrusive;
 - Contribute to the cultural identity and create a distinct sense of place; and
 - Respond to themes of the precinct, including its history, its environment and its people.
- Lighting of interpretation should complement lighting in public areas.

7.6.7 Planting Schedule

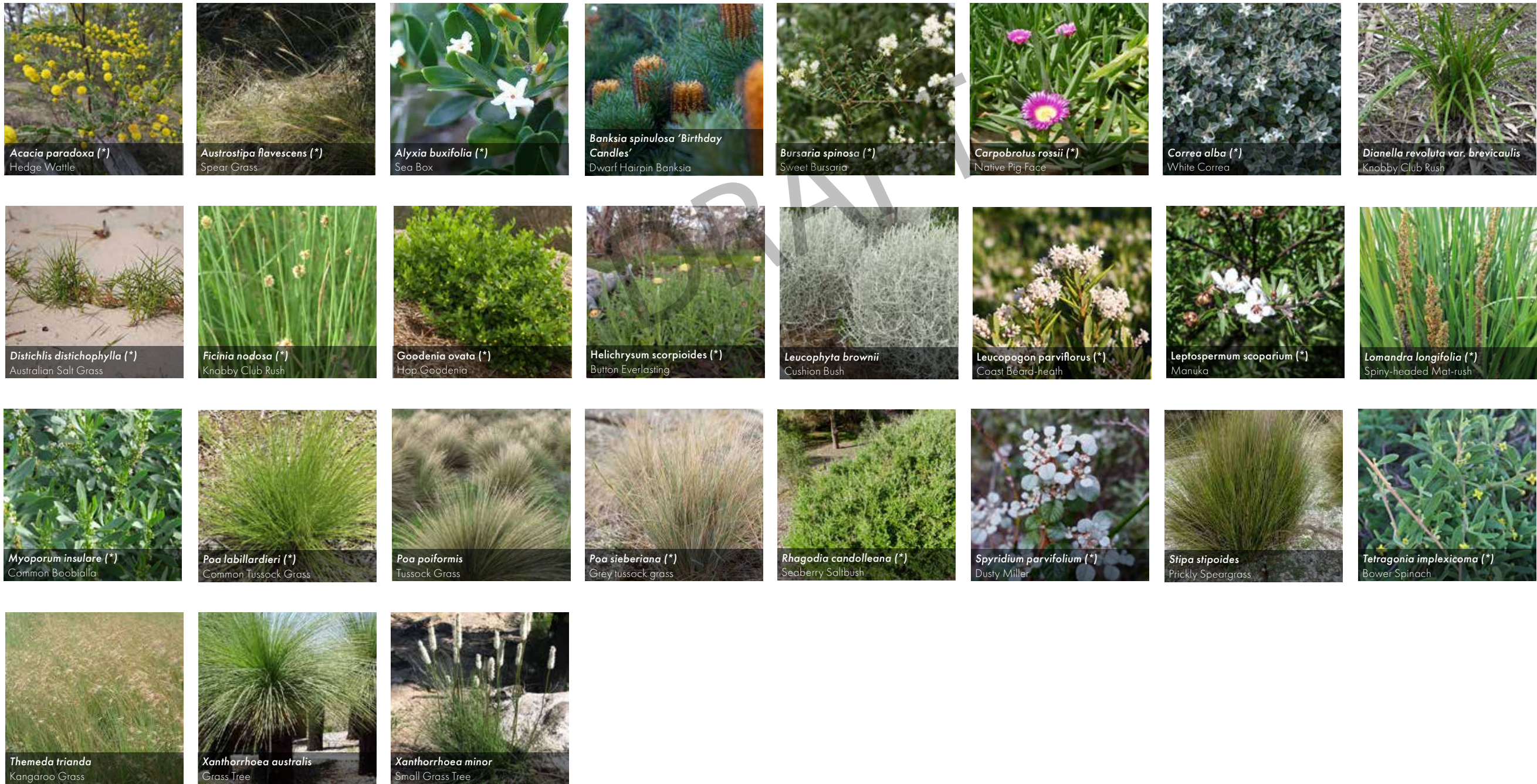
Botanic Name	Common Name	Mature (H x W)	Deciduous/ Evergreen	Form
Trees				
<i>Agonis flexuosa</i>	Willow Myrtle	10 x 5.0m	Evergreen	Pendulous
<i>Allocasuarina littoralis</i>	Black Sheoak	10 x 4.0m	Evergreen	Pendulous
<i>Allocasuarina verticillata</i>	Drooping Sheoak	9.0 x 5.0m	Evergreen	Pendulous
<i>Araucaria heterophylla</i>	Norfolk Island Pine	25 x 10m	Evergreen	Columnar
<i>Banksia integrifolia</i>	Coastal Banksia	15 x 6m	Evergreen	Broad-domed
<i>Banksia marginata</i>	Silver Banksia	5.0 x 4.0m	Evergreen	Broad-domed
<i>Eucalyptus baxteri</i>	Brown Stringybark	25 x 10m	Evergreen	Oval
<i>Eucalyptus sideroxylon</i> 'Rosea'	Red Ironbark	15 x 7m	Evergreen	Oval
<i>Melaleuca lanceolata</i>	Moonah	7.0 x 5.0m	Evergreen	Round

Botanic Name	Common Name	Mature (H x W)	Deciduous/ Evergreen	Form
<i>Alyxia buxifolia</i>	Sea Box	1.0 x 1.0m	Evergreen	
<i>Banksia spinulosa</i> 'Birthday Candles'	Dwarf Hairpin Banksia	0.5 x 1.0m	Evergreen	
<i>Bursaria spinosa</i>	Sweet Bursaria	4.0 x 3.0m	Evergreen	
<i>Carpobrotus rossii</i>	Native Pig Face	0.25 x 1.0m	Evergreen	
<i>Correa alba</i>	White Correa	1.5 x 1.5m	Evergreen	
<i>Dianella revoluta</i> var. <i>brevicaulis</i>	Coast Flax-lily	0.5 x 0.5m	Evergreen	
<i>Distichlis distichophylla</i>	Australian Salt Grass	0.3 x 1.0m	Evergreen	
<i>Ficinia nodosa</i>	Knobb Club Rush	0.7 x 0.7m	Evergreen	
<i>Goodenia ovata</i>	Hop Goodenia	1.0 x 1.0m	Evergreen	
<i>Helichrysum scorpioides</i>	Button Everlasting	0.4 x 0.4m	Evergreen	
<i>Leucophyta brownii</i>	Cushion Bush	1.0 x 1.0m	Evergreen	
<i>Leucopogon parviflorus</i>	Coast Beard Heath	2.0 x 1.5m	Evergreen	
<i>Leptospermum scoparium</i>	Manuka	3.0 x 2.0m	Evergreen	
<i>Lomandra longifolia</i>	Spinyheaded Mat-rush	1.0 x 1.0m	Evergreen	
<i>Myoporum insulare</i>	Common Boobialla	0.5 x 1.5m	Evergreen	
<i>Poa labillardieri</i>	Common Tussock Grass	0.75 x 0.75m	Evergreen	
<i>Poa poiiformis</i>	Tussock Grass	0.5 x 0.5m	Evergreen	
<i>Poa sieberiana</i>	Grey Tussock Grass	1.0 x 1.0m	Evergreen	
<i>Rhagodia candolleana</i>	Seaberry Saltbush	2.0 x 2.0m	Evergreen	
<i>Spyridium parvifolium</i> 'Australora Nimbus'	Dusty Miller	1.0 x 2.0m	Evergreen	
<i>Stipa stipoides</i>	Prickly Speargrass	0.8 x 0.8m	Evergreen	
<i>Tetragonia implexicoma</i>	Bower Spinach	0.3 x 3.0m	Evergreen	
<i>Themeda trianda</i>	Kangaroo Grass	0.3 x 0.5	Evergreen	
<i>Xanthorrhoea australis</i>	Grass Tree	3.0 x 2.0m	Evergreen	
<i>Xanthorrhoea minor</i>	Small Grass Tree	0.6 x 1.0m	Evergreen	

7.6.8 Plant Palette - Trees



7.6.9 Plant Palette - Hedges, Shrubs, Grasses & Groundcovers





Item: 10.3

Asset Management Strategy and Policy

OFFICER	Robert Uebergang
GENERAL MANAGER	Bryan Lancaster
DIVISION	Environment and Infrastructure
ATTACHMENTS	<ol style="list-style-type: none">1. Draft Asset Management Policy [10.3.1 - 6 pages]2. Colac Otway Asset Management Strategy [10.3.2 - 23 pages]

1. PURPOSE

This report presents the reviewed Asset Management Policy and draft Asset Management Strategy for consideration of endorsement and adoption.

2. EXECUTIVE SUMMARY

Council's existing Asset Management Policy is a high-level document that describes how Council intends to approach asset management within the organisation and is due to be reviewed. Council's Asset Management Strategy is a strategy for the implementation and documentation of asset management practices. There has not been an Asset Management Strategy adopted by Council to date, with the most recent Asset Management Policy adopted in July 2018 with its 4-yearly review due in 2022.

Council officers have undertaken a review of the Asset Management Policy for Council consideration and are recommending that it be placed on public exhibition for six weeks to seek community feedback. A draft Asset Management Strategy has also been prepared and is recommended for adoption. Both documents support the draft Asset Plan that is on public exhibition until 3 June 2022.

3. RECOMMENDATION

That Council:

1. **Endorse the draft Asset Management Policy for community consultation, to be placed on exhibition for a minimum of 6 weeks.**
2. **Consider submissions received in relation to the draft Asset Management Policy at a Submissions Hearing convened prior to formal consideration at a future Council Meeting.**
3. **Adopt the Asset Management Strategy.**

4. KEY INFORMATION

The Asset Management Policy, Asset Management Strategy, and Asset Management Plans are the key supporting documents to Council's legislated Asset Plan scheduled for Council adoption by 30 June 2022. The relationship of these documents to the Integrated Strategic Planning and Reporting Framework (ISPRF) are shown in the diagram below taken from Local Government Victoria's Asset Plan Guidance 2022.

How the Asset Management System links to the Asset Plan and Key Strategic Plans



Council's current Asset Management Policy was adopted in July 2018 and is due for review within four years of that date (July 2022). Asset Management Policy drives asset management at a corporate level and cascades into other documents like Council's Capital Funds Allocation Policy and Capital Project Prioritisation Policy. The Asset Management Policy has been reviewed to incorporate:

1. The current Policy Template;
2. Reference to the ISPRF, Financial Plan and Asset Plan;
3. Clear definition of roles and responsibilities.

The document that provides the strategic path and mechanisms that ensure sustainable forward progress in line with the Asset Management Policy is the Asset Management Strategy. This document assesses what asset management practice is in place, where Council wants to be, and how they will get there. An Asset Management Strategy has not yet been adopted by Council but has been noted for adoption by the Audit and Risk Committee in Quarter Four of the 2021-22 financial year.

The Asset Management Strategy has been compiled in the Institute of Public Works Engineering Australasia (IPWEA) NAMS+ format which meets the International Infrastructure Management Manual and ISO 55000 asset management standards. The Strategy assesses Council's current asset management practice and maps out reaching a core asset management competency at Council in approximately two years.

The adoption of an updated Asset Management Policy and an Asset Management Strategy will provide the necessary policy and strategy support to the Asset Plan which is scheduled for adoption by Council in June 2022.

The Asset Management Policy review and Asset Management Strategy are key policy and strategy documents to enable the continuous improvement of sound asset management practice at Colac Otway Shire. They have been prepared in accordance with appropriate industry guidelines and standards and have been formulated in support of Council's draft Asset Plan.

Both documents require adoption by Council, however the Asset Management Strategy is considered to be an internal technical working document which does not require specific community consultation. The Asset Management Policy review is a Council Policy and as such is presented for endorsement by Council before being advertised for community submissions and being considered by Council for adoption.

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

This report ensures that:

- a) Council decisions are to be made and actions taken in accordance with the relevant law.
- b) Priority is to be given to achieving the best outcomes for the municipal community, including future generations.
- c) The municipal community is to be engaged in strategic planning and strategic decision making.
- d) The ongoing financial viability of the Council is to be ensured.
- e) The transparency of Council decisions, actions and information is to be ensured.

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

The preparation and adoption of the reviewed Asset Management Policy and Asset Management Strategy ensure key support to Council's legislated Asset Plan and provides an effective Council asset management system in accord with the International Infrastructure Management Manual.

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)

The Asset Management Policy and Strategy are both focussed on the sustainability of Council assets and through those the sustainability of our service to the community.

Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)

The draft Asset Management Policy is to be released for community consultation and the feedback received as part of that process will be considered by Council before it adopts the final Asset Management Policy. The Asset Management Strategy is considered to be a strategic technical and internal strategy in support of the Asset Management Policy and is not planned for community consultation.

Public Transparency (s58 LGA 2020)

Public transparency is ensured by considering the Asset Management Policy and Strategy in open Council and releasing the Asset Management Policy for community consultation.

Alignment to Plans and Strategies

The Asset Management Policy and Strategy are strongly aligned to the Integrated Strategic Planning and Reporting Framework, including Council's Asset Plan and Financial Plan. These are *Council's Local Government Act 2020* long term (10 year) planning documents. In turn, The Asset Management Policy and Strategy each relate to one another and document how objectives of the Council Plan are met by these documents.

Financial Management (s101 Local Government Act 2020)

The Asset Management Policy and Strategy support Council's Asset Plan which aligns with the Financial Plan. It represents sound financial management because it considers the available funding, recommends an increase in renewal funding and models the future service potential of the assets under the proposed funding scenario.

Service Performance (s106 Local Government Act 2020)

The Asset Management Policy and Strategy are both related to service performance because all services use assets as part of the delivery chain. Our assets must be sustainable for our services to be viable in the long term.

Risk Assessment

The risks associated with the management of our assets are considered in these asset management documents.

Communication/Implementation

The Asset Management Policy will be open for community consultation prior to endorsement by Council at a later meeting.

Human Rights Charter

Not applicable.

Officer General or Material Interest

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

Options**Option 1 – endorse the Asset Management Policy for community consultation and adopt the Asset Management Strategy**

This option is recommended by officers as the draft represents the work done by officers and Councillors to develop an asset management Policy and Strategy which considers the best way to ensure that we provide a sustainable portfolio of assets for the long term in order to be able to provide services to the community.

Option 2 – endorse the Asset Management Policy with amendments and adopt the Asset Management Strategy with amendments

It may be that Councillors wish to make changes to the draft Asset Management Policy before it is released for community consultation and/or make changes to the draft Asset Management Strategy before adoption.

Option 3 – not endorse the Asset Management Policy and Asset Management Strategy

This is not recommended by officers as this will delay the opportunity to seek the community's feedback on this policy and delay the organisation's progressing with strategy implementation.



Council Policy

13.7 ASSET MANAGEMENT

PURPOSE

The purpose of this policy is to set out the basis on which Council manages the assets in its care so as to enable relevant, effective and sustainable delivery of services to the community in alignment with the 2050 Community Vision and Council Plan 2021-25.

SCOPE

This policy applies to all assets over which Council has ownership or control or for which Council has the authority to determine either technical or service standards.

These assets include:

- Fixed physical assets such as road, pathway, recreation, and building infrastructure
- Mobile/ Non-fixed physical assets such as heavy plant, fleet, and furniture
- Non-physical assets such as software and licenses.

These assets exclude:

- Physical assets that are the responsibility of others
- Financial assets such as money
- Natural or environmental assets such as trees.

DEFINITIONS

Asset:	A resource controlled by Council from which future economic, social and environmental benefits or service potential are expected to flow to the municipality or the community.
Asset Management:	The combination of management, financial, economic, engineering and other practices applied to assets with the objective of balancing costs, opportunities and risks against the desired performance of assets to achieve an organisation's objectives.
Asset Management Plan:	A plan developed for the management of one or more asset groups that combines multi-disciplinary management techniques (including technical and



financial) over the asset lifecycle in the most cost-effective manner to provide a defined level of service.

Asset Management Strategy:	A strategic framework that effectively guides the management, planning, construction, maintenance and operation activities of assets in the implementation of Council's Asset Management Policy.
Asset Plan:	Council's 10 year plus planning document that outlines key elements, processes, management, and resource allocation for assets of which council is the custodian.
Financial Plan:	Council's 10 year plus planning document that outlines the financial management, key elements, and resource allocation of the organisation.
Integrated Strategic Planning and Reporting Framework:	The linked strategic and reporting framework required under the Local Government Act 2020 (Victoria).
Level of Service:	The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, satisfaction and cost.
Lifecycle Costs:	The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs, also referred to as 'Whole of Life Costs'.
Maintenance:	All actions necessary to manage the physical condition of an asset until rehabilitation or replacement is necessary.
New Asset:	Refers to an asset that has been created, produced or introduced for the first time, not existing before.
Operation(s):	The active process of utilizing an asset which will consume resources such as manpower, energy, chemicals and materials.
Renewal:	Refers to works required or undertaken to return the asset to its "as-new" condition.
Sustainable:	Able to be maintained or kept going at a certain rate or level by the application of defined actions, process and/ or funding.
Upgrade:	With respect to any physical asset, any physical enhancement or series of physical enhancements, including any such physical enhancements that would increase the product or service it provides.



REFERENCES

2050 Community Vision
Council Plan 2021 – 2025
Financial Plan 2021-22 to 2030-31
Local Government Act 2020
Local Government (Finance and Reporting) Regulations 2004
International Infrastructure Management Manual

STATEMENT OF POLICY

POLICY

- Council will pursue asset management best practice aimed at providing sustainable service levels from its asset portfolio over the long term.
- Asset Management decisions shall be based on community service delivery needs.
- Asset Management decisions will be aimed at optimising the use of the funding available to undertake relevant and prioritised asset renewal works.
- Council will firstly assess the financial impact on Council's ability to sustain its own asset base before it commits funding (including grant funding) to new, upgraded or expanded assets, including consideration of the whole of lifecycle costs of the proposed assets.
- The potential decommissioning or sale of an asset will be determined by ongoing strategic need, increasing or diminishing usage, condition, risk, lifecycle costs, and overall service priorities.
- Asset management decisions will consider the whole of lifecycle costs (maintenance, operation, and renewal), risk, and the evaluation of alternative options, to allow full assessment, project evaluation and reporting.
- Council's Asset Plan and asset planning shall be integrated with Council's Financial Plan, corporate and business plans, capital works programs, budgets and reporting processes, as part of the Integrated Strategic Planning and Reporting Framework.
- Whole of life costs will be assessed in asset management plans for each long life infrastructure asset group which will inform Council's overall Asset Plan.
- Financial and Asset Management reporting shall be categorised in terms of operational, maintenance, renewal, upgrade and new expenditure classifications to enable sound Asset Management decisions.
- Staff with asset and financial responsibilities will be appropriately trained and skilled in relevant asset and financial management principles and processes.



OBJECTIVES

The objectives of this Asset Management Policy are to:

- Define an asset management framework that will provide for sustainable delivery of relevant services to the community through fit for purpose assets.
- Provide a clear basis for asset management decision making in relation to Council's delivery of services to the community, including the appropriate management of service and asset related risks.
- Define the roles and responsibility of Council and its staff.
- Ensure compliance with legislation and regulatory requirements.
- Consider environmental impacts.

PRINCIPLES

Asset management involves all areas of Council including those that plan services, provide services, manage assets and manage financial functions. Asset Management is a key element of Council's Integrated Strategic Planning and Reporting Framework.

Council will ensure that when considering the social, environmental, financial and organisational impacts of any decision they will also properly consider the impact on Council's services and the assets that support them.

Council will provide and manage its assets to ensure they are appropriate to service the needs of the community within its financial constraints.

Assets will be effectively and sustainably utilised and maintained at agreed levels of service. Council will manage its assets through the implementation of an Asset Management Strategy and Asset Plan as part of Council's Integrated Strategic Planning and Reporting Framework.

Asset management practice will include utilising up-to-date technologies, methodologies, systems, and community consultation to provide relevant, strategic, and efficient delivery of services to the community.

Decisions regarding allocation of resources will have regard to sustainable maintenance of assets and the ongoing provision of services provided by those assets.

ROLES AND RESPONSIBILITIES

Council:

- Provide sustainable assets for the community by recognising and considering the full cost of Council acquiring, maintaining, renewing and operating assets throughout their lifecycle.
- Provide assets that deliver sustainable services to benefit the community at a level of service that justifies the costs of owning and operating these assets.
- Acts as the asset custodian on behalf of the community.
- Make decisions regarding assets in accordance with the 2050 Community Vision and Colac Otway Shire's Council Plan 2021-2025.
- Review and adopt the Asset Management Policy, Asset Management Strategy, and Asset Plan.



Chief Executive Officer and Executive Management Team:

- Reflect the corporate and community strategic planning principles embraced by Council in the Asset Management Policy, Strategy, Plans, and Asset Plan.
- Seek allocation of sufficient resources to the development, ongoing improvement and delivery of the Asset Management Strategy, Asset Management Plans, Asset Plan and supporting systems.
- To ensure the Asset Management Policy and Strategy integrates with the Asset Plan and Financial Plan within the Integrated Strategic Planning and Reporting Framework, and with other policies and business processes of Council.
- To ensure Councillors and the organisation as a whole understand the principles and importance of asset management, and that training needs for Councillors and staff are assessed and programmed .
- To ensure that there is a cross-functional corporate asset management group that provides high level involvement, oversight, accountability, promotion, and reporting of asset management status and effectiveness within Council.
- Review and adoption of Asset Management Plans.

Council Staff with Asset Management Responsibilities:

- Develop and maintain Council's Asset Management Policy, Strategy, Asset Plan, and Asset Management Plans.
- Develop asset maintenance, renewal, upgrade and disposal programs in accordance with the Asset Plan, Asset Management Plans, agreed levels of service, and budget allocation.
- Periodically review the Asset Management Policy, Strategy, Asset Plan, and Asset Management Plans in accord with the required timeframes.
- Engage up-to-date technologies, methodologies and continuous improvement processes in the management of Council's assets and its asset management system.
- Ensure that Asset Management skills and training needs are identified and completed as part of the staff performance appraisal process.

RELATED DOCUMENTS

2050 Community Vision
 Council Plan 2021-2025
 Financial Plan 2021-22 to 2030-31
 Asset Plan (under review)
 Asset Management Strategy (under review)
 Building Asset Management Plan
 Road Asset Management Plan
 Bridge Asset Management Plan
 Pathway Asset Management Plan
 Stormwater Asset Management Plan
 Open Space and Recreation Asset Management Plan
 Capital Funds Allocation Policy 2022 (under review)
 Capital Project Prioritisation Policy 2022 (under review)
 Risk Management Policy



DOCUMENT CONTROL

Policy owner	Manager Assets and Project Delivery	Division	Environment and Infrastructure
Adopted by council	xx xxxx 2022	Policy Number	13.7
File Number	xxx/xxxxx	Review date	Every 4 years - Next review due in 2026



Draft Asset Management Strategy

Draft V1.0

April 2022

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Document Control:

Rev No	Date	Revision Details	Author
Draft V1.0	Apr 2022	Draft for Council review	Colac Otway Shire

1. EXECUTIVE SUMMARY

This asset management strategy is prepared to assist council is improving the way it delivers community services from its assets and meets the requirements of national sustainability frameworks and State legislation. Council's asset portfolio includes long life Building, Road, Bridge, Pathway, Stormwater, and Open Space Recreation assets, and has a replacement value of approx. \$555M.

The strategy is to enable Council to show:

- How its asset portfolio will meet the service delivery needs of its community into the future,
- Enable Council's asset management policies to be achieved, and
- Ensure the integration of Council's asset management with its long term strategic plans.

This asset management strategy has been prepared following the formulation of Colac Otway Shire Council's 2050 Community Vision, Council Plan 2021-2025, Financial Plan 2021-22 to 2030-31, Draft Asset Plan and asset management plans, and review of asset management maturity and structure. The strategy outlines an asset management improvement plan detailing a program of tasks to be completed and resources required to bring council to a minimum Core level of asset maturity and competence. 'Core' level asset management relies primarily on the use of an asset register, maintenance management systems, top-down condition assessment, simple risk assessment, and defined levels of service, in order to establish a long-term cashflow projection.

Strategy Outlook:

1. Council's Financial Plan and Draft Asset Plan indicate an ability to maintain the range of current services at current service levels as delivered from infrastructure assets over the coming 10 year timeframe. This is based on capital works requirements being met within the proposed capital works funding parameters and an operational budget that aligns with the Financial Plan.
2. The organisation's current asset management maturity is below core level with on-going resourcing required to improve governance, service planning and management, asset management systems, skills and processes, and evaluation. It is anticipated that the majority of this investment will be staff time and centred on having the relevant skills and processes in place to complete the asset management improvement activities as outlined in section 6 of this Strategy.

Asset Management Strategies:

The strategies identified in this document are outlined in the table following.

Asset Management Strategies

No	Strategy	Desired Outcome
1	Review Council's Financial Plan and Asset Plan together periodically (at least annually) to update forecast expenditure projections and target or consolidate a sustainable funding position outcome.	A well informed sustainable funding model to provide Council services over the long term.
2	Implement an Improvement Plan to realise Core maturity for financial and asset management competencies within 2 years (June 2024).	Establishment of Core asset management practice with improved financial and asset management function/ capacity within Council.
3	Asset Management Cross Functional Team periodic reporting to the executive and Council of the development and implementation of Asset Management Strategy, Asset Management Improvement Plan actions, Asset Plan, and Financial Plan.	Oversight of resource allocation and performance.
4	Continuously improve Annual Budget processes within the framework of the Financial Plan's long term financial planning.	The long term implications of Council services are fully considered in annual budget deliberations.
5	Annually review the Financial Plan and incorporate Year 1 of the Financial Plan's revenue and expenditure projections into annual budgets.	Long term financial planning drives budget deliberations.
6	Annually review the Asset Plan along with asset management plans for Buildings, Roads, Bridges, Pathways, Stormwater, and Open Space and Recreation.	Identification of services needed by the community and the required funding to optimise 'whole of life' costs.
7	Review and update the Asset Plan, asset management plans, and the Financial Plan after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Council and the community are aware of changes to service levels and costs arising from budget decisions.
8	On-going reporting of Council's financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability, and performance, and against strategic objectives in Annual Reports.	Financial sustainability information is available for Council and the community.
9	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance, costs, and 'whole of life' costs.	Improved decision making providing greater value for money.
10	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report.	Services delivery is matched to available resources and operational capabilities.
11	Ensure responsibilities for asset management are identified and positions resourced where required, with asset management responsibilities incorporated into staff position descriptions.	Responsibility for asset management is defined and resourced.

Asset Management Improvement Plan:

The tasks required to achieve a core financial and asset management maturity are shown in the table below. The 'NAF Practice Area' noted in the table refers to one of the eleven Australian National Asset Management Assessment Framework (NAMAF or NAF) core competencies. The Improvement Plan is aimed at establishing a core level of asset management practice at Council in a two year timeframe (June 2024).

Asset Management Improvement Plan

Ref	NAF Practice Area	Task	Responsibility	Timetable	Resources Required
1	Strategic Long Term Plan	1.1 Annually review and update Financial Plan based on annual review and update of Asset Plan/ asset management plans, and Service Plans.	MF, CAM, AMSG	Oct-Mar Annually	Staff time
2	Annual Budget	2.1 The Annual Budget aligns with Year 1 of the reviewed Financial Plan and includes resources to implement Council Plan strategies.	MF, AMSG	Oct-Mar Annually	Staff time
3	Annual Report	3.1 Annual report continues to review performance of Council against strategic objectives including the Council Plan, Financial Plan, and financial sustainability indicators.	MF, AMSG	Jul-Sep Annually	Staff time
4	AM Policy	4.1 Review AM Policy on max. 4 yearly basis.	AMDG, CAM	2022 and 4-yearly after	Staff time
5	AM Strategy	5.1 Adopt AM Strategy and review on max. 4 yearly basis.	AMSG, CAM	2022 and 4-yearly after	Staff time
6	AM Plans	6.1 Adopt Asset Plan and review on max. 4 yearly basis with Council election cycle.	CAM, AMSG	Adopt Asset Plan by 30 Jun 2021; and by 31 Oct following a Council election thereafter	Staff time
		6.2 Review AM Plans max. 4 yearly to inform Asset Plan review.	CAM, AMSG	Review and Adopt AM Plans with Asset Plan cycle	Staff time
		6.3 Communicate adopted Asset Plan and AM Plans availability and review cycle to relevant staff.	CAM	Oct 2022	Staff time
7	Governance and Management	7.1 Review and Re-Form asset management steering group (AMSG) to provide organisation wide high level involvement, oversight, AM visibility/ promotion, and accountability.	GMIO, MAE	Oct 2022	Staff time
		7.2 AMSG to meet min. quarterly.	AMSG	From Sep 2022	Staff time
		7.3 Report status of asset management practice to Council via Executive Management Team and/ or Audit and Risk Committee annually including “State of the Assets” and improvement plan reporting.	AMSG	From Dec 2022 and then annually	Staff time
		7.4 Further define roles and responsibilities of relevant service managers.	AMSG, CAM	Dec 2022	Staff time
8	Levels of Service	8.1 Formulate base level Service Plans for all infrastructure asset groups (such as Stormwater), incorporating Technical LOS measures.	AMSG, EMT	Mar 2024	Staff time

Table 6: Asset Management Improvement Plan (Cont.)

Ref	NAF Practice Area	Task	Responsibility	Timetable	Resources Required
9	Data and Systems	9.1 Recollect asset data with cyclic revaluations (in accord with Valuation Review document, refer Task 9.3) to further consolidate all asset registers to ensure data validity, reliability, and currency.	CAM, AMSG	Annually	Included in Capital Works renewal funding amounts; Staff time
		9.2 Establish Authority as the 'point of truth' asset register and ensure corresponding information is in GIS.	CAM, MF, AMSG	Mar 2024	Staff time
		9.3 Review and formalise annual Valuation Review procedure/ documentation (including condition assessment cycles).	CAM, AMSG	Dec 2022 documentation and then May-Jul Annually	Staff time
10	Skills and Processes	10.1 Annually review and update a 5-year Capital Works Plan with financial forecasts for all asset classes and update the Financial Plan and asset management plans.	CAM, MF	Dec 2022 and then Annually	Staff time
		10.2 Review and document asset management skills and training requirements and provide training to staff and Councillors.	CAM, CEO	Dec 2022 and then Annually	Staff time
11	Evaluation	11.1 Formulate methodology to review/ monitor and report on Community Level of Service which is practical, useful, and aligned with other reporting methods (LGPRF, Integrated Strategic Planning and Reporting).	CAM, AMSG	Jun 2024 and then Annually	Staff time
		11.2 Formulate methodology to review/ monitor and report on Technical Level of Service which is practical, useful, and aligned with other reporting methods (LGPRF, Integrated Strategic Planning and Reporting).	CAM, AMSG	Jun 2024 and then Annually	Staff time

Key: AMSG = Asset Management Steering Group; EMT = Executive Management Team; CEO = Chief Executive Officer; GMIO = General Manager Infrastructure and Operations; MF = Manager Finance; MAE = Manager Assets and Engineering; CAM = Coordinator Asset Management.

2. INTRODUCTION

2.1 Background

Colac Otway is a large rural and coastal Shire with a population of 21,662 situated within commuting distance from the major regional cities of Geelong to the east, Warrnambool to the west, and Ballarat to the North. Colac Otway's landscape is made up of a unique and precious natural environment, from a rural idyll with fertile farmland and volcanic lakes and craters inland, to beautiful rainforest, National Park, waterfalls, beaches and rugged coastlines. Much of the rural area is used for agriculture, with farming, cropping and dairying being the main agricultural pursuits. Agricultural activity is concentrated in the northern part of the Shire, although timber and fishing are prevalent in the south. Tourism is an important industry, especially in the southern section along the Great Ocean Road. The Shire has two main townships, with many small historic towns throughout. The largest town Colac, which serves as an administrative, retail and commercial centre, is well serviced by high quality education, health, recreation, arts and social facilities. Apollo Bay is the major tourism centre and is located along the spectacular Great Ocean Road; this coastal community experiences an annual swell of thousands of holidaymakers over the summer months, with the lure of beautiful beaches, fresh local seafood and breathtaking scenery. Colac Otway's townships include, Alvie, Beeac, Birregurra, Carlisle River, Cororooke, Cressy, Forrest, Gellibrand, Swan Marsh, Beech Forrest, Lavers Hill, Kennett River, Separation Creek and Wye River.

Colac Otway Shire Council is the custodian of an extensive range of community assets that deliver a wide range of Council services. In order to deliver these services over the long term in a challenging environment, Colac Otway Shire must ensure that the assets supporting these services are managed in a sustainable way. This Asset Management Strategy, and Council's Asset Management Policy, Asset Plan, and asset management plans for Buildings, Roads, Bridges, Pathways, Stormwater and Open Space and Recreation, in conjunction with the Financial Plan, form the basis in developing a framework for sustainable service delivery.

2.2 Purpose and Objective

The purpose of this Asset Management Strategy is to define and document the necessary activities to be undertaken to achieve the implementation of Council's Asset Management Policy. The Strategy's objective is to establish a framework to guide the planning, construction, maintenance and operation of the infrastructure essential for Council to provide services to the community.

The strategy targets provision of a core level of asset management practice at Colac Otway Shire, providing the structure for further development and embedment of core asset management (AM) practice into the future. A Core level of asset management relies primarily on the use of an asset register, maintenance management systems, top-down condition assessment, simple risk assessment, and defined levels of service, in order to establish a long-term cashflow projection. Maintaining good, solid, and systematic AM practice over the long term is the benchmark required and provides Colac Otway Shire the basis for sound long term financial planning and continued sustainability.

2.3 Asset Management Systems and Planning Process

Asset management planning is a comprehensive process to ensure that assets are managed and maintained in a way that enables affordable services from infrastructure to be provided in an economically optimal way. In turn, affordable service levels can only be determined by assessing Council's financial sustainability under scenarios with different proposed service levels. Asset management planning is integrally linked with formulating an informed Financial Plan. These links are iterative with the forecast asset expenditure costs from Council's Asset Plan (and supporting asset management plans) fed into the Financial Plan. If the required expenditure cannot be met by available income, then service levels and risk management scenarios from the Asset Plan and AM Plans are formulated and reviewed to allow a sustainable Financial Plan.

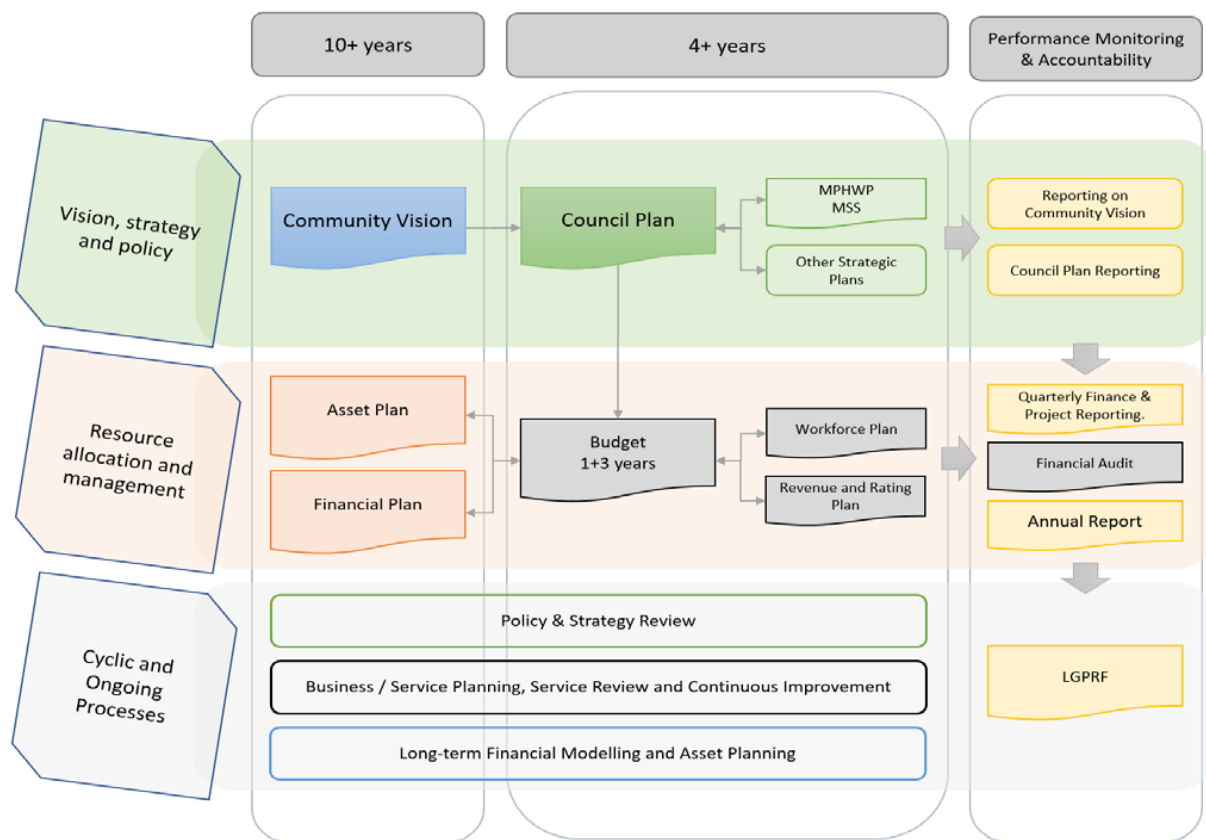
Asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic plan, developing an asset management policy, strategy, asset plan, asset management plans and operational plans, and linking these to the Financial Plan.

Asset management data for the Asset Plan and AM Plans have been generated from Colac Otway Shire Council's asset registers contained within the Authority (Civica) financial management system and the MapInfo GIS system. Authority is the system which is updated with new, upgraded, or disposed of assets, whereas Mapinfo provides relevant GIS data matched to Authority, with users accessing MapInfo using the SSA interface. Konect is used for periodic in-field asset data collection which is then uploaded to MapInfo.

Colac Otway Shire uses the NAMS+ (IPWEA) asset modelling and management 'toolkit' for undertaking modelling of Council assets under various funding, service level, or rationalisation scenarios, and has also used My Predictor (from Assetic) for undertaking modelling of Council assets.

The asset management planning process and its relationship within the Integrated Strategic Planning and Reporting Framework is shown in Figure 1 below.

Figure 1: Integrated Strategic Planning and Reporting Framework - Overview



An asset management system is a set of interrelated and interacting elements of an organisation that establish the asset management policy and asset management objectives, and the processes, needed to achieve those objectives. An asset management system is more than 'management information system' software. The asset management system provides a means for:

- Coordinating contributions from and interactions between functional units within an organisation,¹ and
- Consistent application of the asset management processes to achieve uniform outcomes and objectives.

The asset management system includes:

- The Asset Management Policy

¹ ISO, 2014, ISO 55000, Sec 2.5.1, p 5

- The asset management objectives
- The strategic asset management plan (Asset Management Strategy)
- The Asset Plan and supporting asset management plans, which are implemented in
 - operational planning and control
 - supporting activities
 - control activities
 - other relevant processes.²

² ISO, 2014, ISO 55002, Sec 4.1.1, p 2.

3. ASSETS AND THEIR MANAGEMENT

3.1 Infrastructure Assets

This Asset Management Strategy applies to all assets over which Council has ownership or control or for which Council has the authority to determine either technical or service standards. These assets include Council's assets as documented in the Council Annual report, and groups them in the following way:

- Fixed physical assets such as buildings, roads, bridges, pathways, stormwater, and open space and recreation assets. These assets are also termed long life assets as they generally have a useful life between 10 and 120 years. These assets make up 96% of Council's total asset value and includes land assets. Land is a non-depreciable asset with infinite life and comprises approx. 5% of total asset value.
- Mobile/ Non-fixed physical assets such as heavy plant, fleet, and furniture
- Non-physical asset ownership such as software and licenses.

This Asset Management Strategy excludes assets that are the responsibility of others, assets that may be of a natural or environmental nature, and the monetary assets Council controls.

Colac Otway Shire Council's asset groups are outlined in Table 3.1 below. The 'Replacement Value', '% Value Remaining', and 'Annual Depreciation' columns shown in this table are based on the 2020-21 Annual Report asset groups and respective financial figures for Fair Value, Depreciated Replacement Cost, and Depreciation. These assets have a replacement value of approx. \$555 Million as at 30 June 2021, and are used to provide a wide range of services to the community.

Table 3.1 Asset Groups and Financial Status

Asset Category	Indicative Quantity/ Description	Replacement Value (\$,000)	Written Down Value (\$,000)	% Value Remaining	Annual Depreciation (\$,000)
Land	Largely urban land associated with buildings	\$27,653	\$27,653	100.0%	\$0
Buildings	162 building structures	\$89,966	\$42,045	46.7%	\$1,574
Roads	566 km Sealed and 1,058km unsealed roads	\$272,963	\$203,991	74.7%	\$4,598
Bridges	249 Bridges and major culvert structures	\$55,505	\$28,643	51.6%	\$404
Pathways	164 km footpaths/ shared paths, 34km rail trail	\$28,987	\$19,442	67.1%	\$472
Drainage (Stormwater)	5,024 Pits and 152km pipe network	\$43,417	\$33,979	78.3%	\$384
Other Infrastructure	Retaining structures, playing surfaces, landscaping	\$10,267	\$6,604	64.3%	\$911
Plant Machinery & Equipment	Fleet, Small Plant, Heavy Plant, Guardrail, fences, lights	\$11,692	\$4,867	41.6%	\$1,154
Fixtures, Fittings & Furniture	Playgrounds, Skate Parks, street and other Furniture	\$10,570	\$2,018	19.1%	\$325
Computers & Telecommunications	CIT Equipment and networks	\$1,657	\$321	19.4%	\$46
All Assets – Works in Progress	Works in Progress	\$2,674	\$2,674	100.0%	\$0
TOTAL		\$555,351	\$372,238	67%	\$9,868

Council's assets have been further re-grouped for the purposes of asset management planning into the six 'long-life' asset groups of Buildings, Roads, Bridges, Pathways, Stormwater, and Open Space and Recreation; plus a 'Plant and Equipment' category which includes fleet, small plant, heavy plant, computers and telecommunications; plus the two categories of Land and Works in Progress. This re-grouping allows for playgrounds, skate parks, street furniture, fences,

lights, and playing surfaces to be re-formed as the Open Space and Recreation group, and retaining structures and guardrails to be incorporated as part of the Roads group. This re-grouping with associated values is shown in *Profile 1.0 - Summary – All Assets* in section 3.2 following.

3.2 State of the Assets

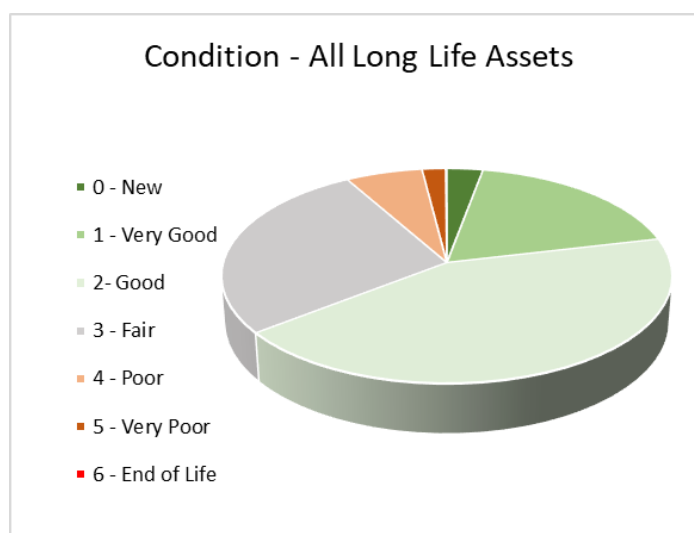
The financial status of the organisation's infrastructure assets (as of 30 June 2021) is shown in Table 3.1 above. Asset condition profiles by replacement value for long life asset groups are provided in Table 3.2 below. These condition profiles are based on asset condition assessments and asset age where applicable. The gradings and values given are based on the six asset management plans (AMPs) for Building, Road, Bridge, Pathway, Stormwater, and Open Space and Recreation asset categories, and excludes land.

Table 3.2: Long Life Asset Condition Profile (by % of Replacement Value)

Asset Category	0 - New	1 - Very Good	2 - Good	3 - Fair	4 - Poor	5 - Very Poor	6 - End of Life	Replacement Value
Buildings	0.0%	42.0%	26.9%	23.0%	6.6%	1.5%	0.1%	\$72,519,836
Roads	3.7%	13.9%	44.4%	28.9%	6.5%	2.6%	0.0%	\$292,585,103
Bridges	2.4%	14.3%	41.3%	29.2%	10.4%	1.8%	0.6%	\$56,224,241
Pathways	0.0%	15.7%	62.4%	19.0%	2.6%	0.3%	0.0%	\$28,501,000
Stormwater	4.5%	20.8%	44.5%	29.5%	0.7%	0.0%	0.0%	\$43,082,369
Open Space and Recreation	3.6%	1.5%	72.1%	16.9%	5.8%	0.2%	0.0%	\$10,274,543
% Total Value	2.9%	18.4%	43.1%	27.3%	6.2%	1.9%	0.1%	\$503,187,092

Table 3.2 shows that longer life infrastructure assets are in an overall good condition, with 58% rated in 'good' to 'new' condition and 2% rated in a very poor or end of life condition. The overall long life asset condition by value is shown diagrammatically in Figure 2 following.

Figure 2: Overall Condition of Long Life Assets



3.3 Life Cycle Costs

3.3.1 Total Life Cycle Cost – Maintenance and Operations, Renewal and Upgrade/ New

Profile 1.0 - Summary – All Assets (following) provides a summary profile of all Council's assets including:

- How much they cost to replace and their depreciated value.

- The average condition they are in now and projected condition they will be in 10 years' time.
- What the next 10 years looks like in terms of expenditure and backlog, including financial projections from Council's draft Asset Plan for operating expenditure (operations and maintenance) and capital expenditure (renewal/ replacement and upgrade/ new assets).

The definitions of terms used in the profiles and elsewhere in this Plan are provided below:

1. Depreciated Value – the current value of the asset based on current condition and/ or accumulated depreciation.
2. Condition – the state of asset degradation - a condition scale of 0 to 6 is used in this Plan, with 0=New, 1=Very Good, 2=Good, 3=Fair, 4=Poor, 5=Very Poor, and 6=End of Life condition.
3. Operations – the regular activities to provide services from assets e.g. playground inspections.
4. Maintenance – regular on-going work needed to keep assets operating e.g road pot-hole patching.
5. Renewal – major work that restores, rehabilitates, replaces, or renews an asset to its original service potential.
6. New – major work that creates a new asset that did not previously exist.
7. Upgrade – major work that will upgrade or improve an existing asset beyond its existing capacity.
8. Acquisition – assets that are (generally) contributed by developers at no cost to Council e.g. new roads and stormwater network contributed as part of a subdivision development.
9. Backlog – the value of assets that are in poorer condition than the intervention level set at which these assets should be renewed.

3.3.2 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by the organisation and from assets constructed by land developers and others and donated to the organisation. Council's total asset value is expected to increase by \$20.4M over the next 10 years as shown in *Profile 1.0 - Summary – All Assets*.

3.3.3 Capital Renewal Funding

Profile 1.0 - Summary – All Assets allows for capital renewal funding as outlined in the draft Asset Plan 2022-23 to 2031-32 as follows:

- The draft 2022-23 budget contains investment on asset renewal of \$8.254 million. With asset depreciation of \$11.1 million we are currently funding renewal at 74% of depreciation. If assets are wearing out faster than we are replacing them then in the long term this will obviously result in a situation where an increasing number of assets are not fit for the purpose.
- We propose that depreciation is a very good measuring stick for the amount that should be invested into asset renewal. It is proposed to increase asset renewal funding over the next 10 years to 110% of depreciation. Hence the asset renewal funding would increase over the next 10 years from \$8.254 million to \$12.21 million. This could be achieved by an annual increase of 3.9%. The renewal funding in year 2 would be \$8.576 million, an increase of \$322,000.

Profile 1.0 – Summary – All Assets



555.3M \$372.2M 2.0

Replacement Cost

Depreciated value

Average Condition

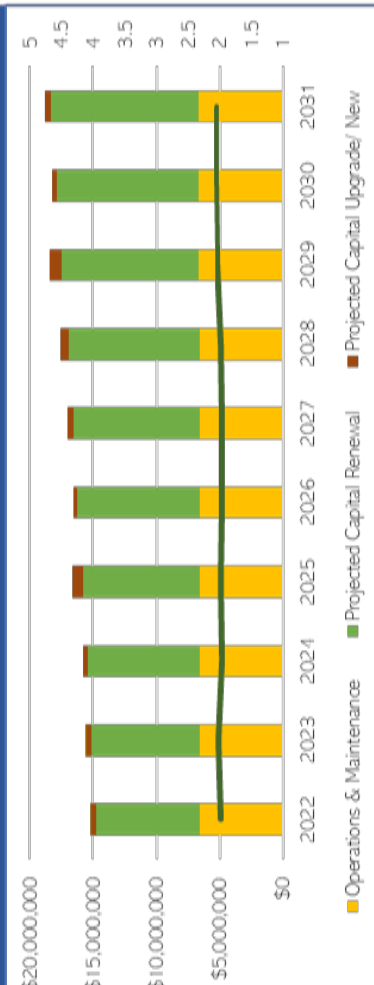
What does the next 10 years look like ?

\$66.2M	Operations and maintenance
\$98.6M	Renewal/ Replacement
\$20.4M	New/ Upgrade/ acquisition
\$22.0M-\$18.0M	Backlog/ deficit Year 1 – Year 10
2.0 – 2.1	Average Condition Year 1 – Year 10

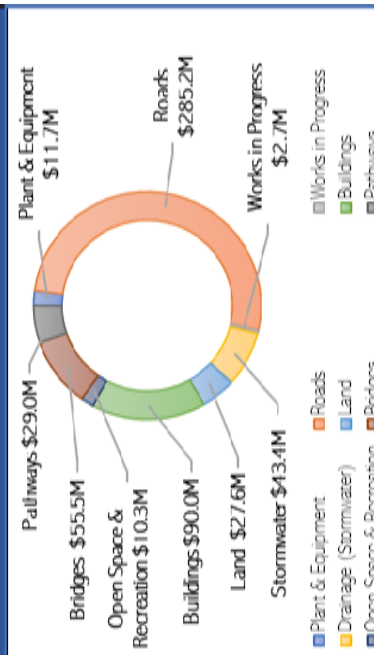
What services are supported by these assets?

	Art and Libraries		Community services & meeting		Recreation & Leisure		Administration		Public Amenities		Animal Care		Transport		Emergency Management		Freight Vehicle Usage		Accessibility		Stormwater Management		Safe Accessibility		Environment Conservation
	Tourism		Sale Yards		Customer Service		Waste Management		Airfields		Family and Community Services		Flood Protection		Stormwater Conveyance		Stormwater Treatment		Passive Surveillance		Recreation		Seating and Lighting		Tree Management

Council's investment and asset condition over next 10 years ?



What type of assets and what do they cost ?



3.4 Asset Management Structure

The organisational structure of Colac Otway Shire Council places infrastructure assets in the Infrastructure and Operations division under the General Manager Infrastructure and Operations. The Manager Assets and Engineering is in turn responsible for infrastructure assets with the Asset Management Coordinator responsible for leading the asset management team.

Council's Asset Management Policy was adopted by Council in July 2018 and is due for review in 2022. A services and Asset Management Working Group was established in 2017 and was later named the Asset Management Cross Functional Team.

Asset Management Plans for Building, Road, Bridge, Pathway, Stormwater, and Open Space and Recreation were completed in 2021 by Colac Otway Shire in conjunction with external providers and provided to the Executive Management Team (EMT) for approval. These six asset management plans then formed the basis of Council's draft Asset Plan which was initially taken to the April 2022 Council meeting. The Asset Plan is a legislative requirement as per the Local Government Act 2020 and requires adoption by 30 June 2022. This asset management planning work has informed the compilation and update of this Asset Management Strategy.

3.5 Corporate Asset Management Team

A 'whole of organisation' approach to asset management may be best developed with a corporate asset management team. The benefits of a corporate asset management team include:

- Demonstrating corporate support for sustainable asset management
- Encouraging corporate buy-in and responsibility
- Coordinating strategic planning, information technology and asset management activities
- Promoting uniform asset management practices across the organisation
- Information sharing across communications and information technology (CIT) hardware and software
- Pooling of corporate expertise
- Championing of asset management process
- Wider accountability for achieving and reviewing sustainable asset management practices.

Colac Otway Shire Council's corporate asset management team requires re-forming as the Asset Management Steering Group (AMSG). The membership of this group is proposed to be the General Manager Infrastructure and Operations, Manager Assets and Engineering, Manager Services and Operations, Manager Financial Services, Asset Management Coordinator, and relevant service managers as required. The AMSG requires review in regard to membership, meeting frequency, terms of reference, and function, with this action included as part of the Asset Management Improvement Plan in Section 6 of this AM Strategy.

3.6 Financial and Asset Management Core Competencies

Maturity assessment models provide reporting on current and desired asset management maturity, and in turn assist users prepare an asset management strategy and improvement plan to work towards that desired maturity. In this case the desired asset management maturity has been initially set at a 'Core' level asset management practice and financial planning maturity. A Core level of asset management relies primarily on the use of an asset register, maintenance management systems, top-down condition assessment, simple risk assessment, and defined levels of service, in order to establish a long-term cashflow projection. An 'Advanced' level of asset management builds on a Core level of practice and employs predictive modelling, risk management and optimised decision-making techniques to establish asset lifecycle treatment options and related long term cashflow predictions.

The National Frameworks on Asset Planning and Management and Financial Planning and Reporting define ten elements for asset management. Eleven core competencies have been developed from these ten elements³ to assess core competency under the National Assessment Framework. The core competencies and corresponding core questions are as follows:

Financial Planning and Reporting:

1. **Strategic Longer Term Plan** - Does your council have an adopted strategic longer term plan?
2. **Annual Budget** - Does your council prepare an annual budget?
3. **Annual Report** - Does your Council publish an annual report?

Asset Planning and Management:

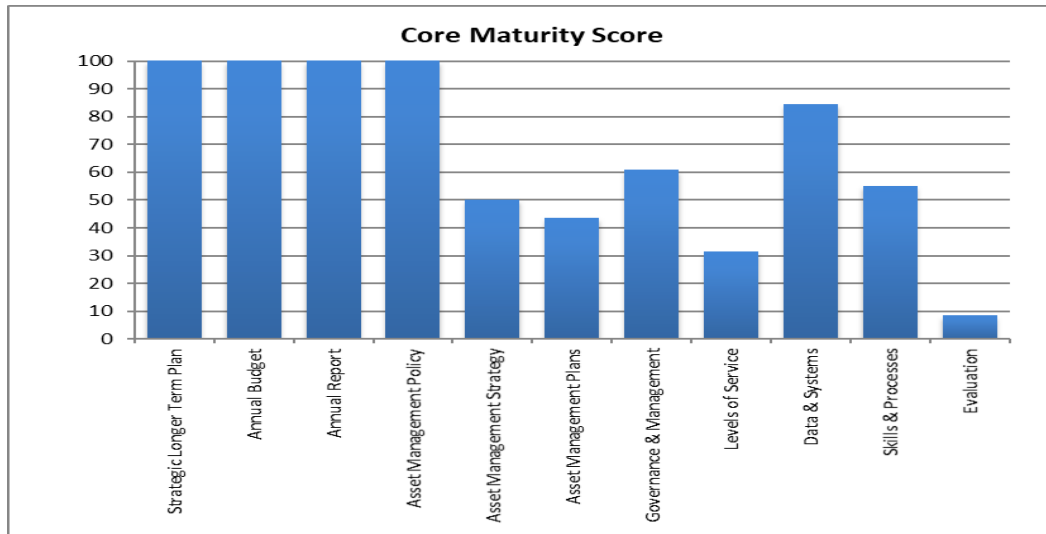
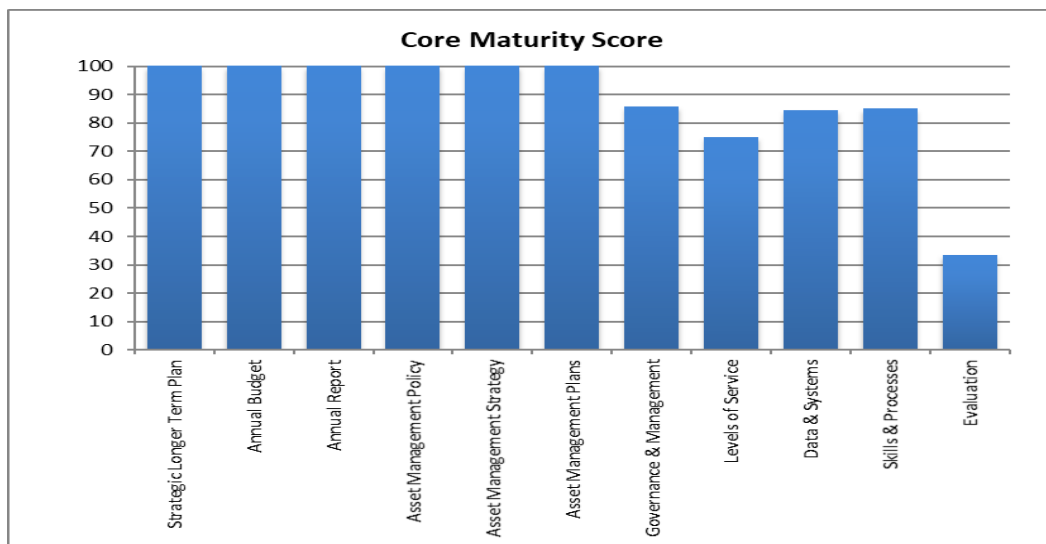
4. **Asset Management Policy** - Does your council have an adopted asset management policy?
5. **Asset Management Strategy** - Does your council have an adopted asset management strategy?
6. **Asset Management Plan** - Does your council have adopted asset management plans?
7. **Governance & Management** - Does your council have good management practices linking AM to service delivery?
8. **Levels of Service** - Does your Council have a defined process for determining current and target levels of service and costs?
9. **Data and Systems** - Does Council have the data and systems to perform asset management activities?
10. **Skills and Processes** - Does council have the data and systems knowledge to perform asset data management activities?
11. **Evaluation** - Does council have a process to evaluate progress and use of resources on implementation of the National Frameworks?

As part of the NAMS+ system the Institute of Public Works Engineering Australia (IPWEA) provides a number of maturity assessment models to assist Councils assess their asset management maturity and capability. The maturity assessments are based on the Australian National Asset Management Assessment Framework/ National Assessment Framework (NAMAF/ NAF); the international asset management Standard, ISO 55001 Asset Management – Management Systems – Requirements; and the International Infrastructure Management Manual.

Preliminary assessments using the National Asset Management Assessment Framework (NAMAF) model were completed for Colac Otway Shire Council as part of this Draft AM Strategy formulation. One NAMAF assessment was completed 'as-of' September 2021 to indicate Council's NAMAF assessment at this time. A further 'projected' NAMAF assessment was also completed, with this assessment based on the now completed Asset Management Plans for Buildings, Roads, Bridges, Pathways, Stormwater, and Open Space and Recreation in late 2021, and Council adoption of both this Draft Asset Management Strategy and the Draft Asset Plan. The assessments are based on Target Maturity being equal to Core Maturity asset management practice, with the results of NAMAF assessments shown in Figure 6 and Figure 7 following.

The NAMAF assessment for September 2021 provides an overall score of 67% Core maturity. This compares with the second NAMAF assessment based on the completed asset management plans, and the scheduled adoption of an Asset Management Strategy and Asset Plan in 2022, which provides Council a projected overall score of 87% Core maturity.

³ Asset Planning and Management Element 2 *Asset Management Strategy and Plans* divided into Asset Management Strategy and Asset Management Plans competencies.

Figure 6: NAMAF Core Maturity Assessment: As of September 2021**Figure 7: NAMAF Core Maturity Assessment: Based on adoption of Draft AM Strategy, Asset Plan and AM Plans**

3.7 Strategy Outlook

Council's asset management outlook is summarised below:

1. Council's Financial Plan and Draft Asset Plan indicate an ability to maintain the range of current services at current service levels as delivered from infrastructure assets over the coming 10 year timeframe. This is based on capital works requirements being met within the proposed capital works funding parameters and an operational budget that aligns with the Financial Plan.
2. The organisation's current asset management maturity is below core level with on-going resourcing required to improve governance, service planning and management, asset management systems, skills and processes, and evaluation. It is anticipated that the majority of this investment will be staff time and centred on having the relevant skills and processes in place to complete the asset management improvement activities as outlined in section 6 of this Strategy.

4. WHERE WE WANT TO BE

4.1 Council's Vision, Mission, Goals and Objectives

This asset management strategy is prepared in accord with Colac Otway Shire Council's vision, mission, goals and objectives:

2050 Community Vision:

"By 2050, Colac Otway Shire will be a destination where people come to appreciate our unique and diverse environment and friendly communities.

We value the wisdom of this land's first caretakers, the Gulidjan and Gadabanud peoples, and recognise all those who have cared for the land since.

We work to preserve what makes our place special. We focus on environmental sustainability to protect our precious natural assets.

We are a proud and resilient community that values our welcoming spirit. We embrace new people, new business, new ideas. Our region is a great place to learn, live, work and play."

Four key themes were identified:

1. **Strong and Resilient Economy**
2. **Valuing the Natural and Built Environment**
3. **Healthy and Inclusive Community**
4. **Strong Leadership and Management.**

Relevant strategic objectives and strategies from the Council Plan 2021-2025 and how these are addressed in this Asset Management Strategy (AM Strategy) are detailed in Table 4.1 following.

Table 4.1: Objectives and how these are addressed in this Plan

Objectives & Four-Year Priorities	Indicators	How Objectives are addressed in AM Strategy
Theme 1: Strong and Resilient Economy		
<p><i>Objective - Key infrastructure investment supports our economy and liveability.</i></p> <p>1.3.1. Attract investment to implement key master plans and projects that will drive economic growth...</p> <p>1.3.2. Deliver improvements to Colac and Apollo Bay CBDs to support their role as a hub for commerce, tourism and the community</p>	<ul style="list-style-type: none"> o Number of projects that have attracted funding o \$ funding received (Projects/ masterplans ...including but not limited to: Lake Colac Foreshore Masterplan, Public Toilet Strategy, CBD and Entrances Plan, AB, Marengo and Skenes Creek CIP, Murray Street upgrades, township masterplans, civic precinct, Memorial Square Masterplan. o Grant funds secured for Colac and Apollo Bay CBD streetscape upgrades. 	<p>This AM Strategy provides the framework for the Asset Plan's:</p> <p>(1) baseline renewal works within available Financial Plan funding</p> <p>(2) estimate of upgrade/ new works, and</p> <p>(3) recognition of the need to integrate current and future strategies in formulating significant staged projects applicable for Grant funding which can be incorporated in revisions of the Asset Plan/ asset management plans;</p> <p>All of which enables planning for key infrastructure that supports the economy and liveability.</p>
Theme 2: Valuing the natural and built environment		
<p><i>Objective – We mitigate the impacts to people and property arising from climate change.</i></p> <p>2.1.3. Minimise the effects of climate change and extreme weather events on our community</p> <p><i>Objective – Provide and maintain an attractive and safe built environment</i></p> <p>2.5.2. Deliver a relevant Capital Works Program</p> <p>2.5.3. Council meets annual infrastructure renewal gap</p> <p>2.5.4. Ensure planning processes and policies for new developments meet the intent of this objective</p>	<ul style="list-style-type: none"> o Upgrades completed in vulnerable locations. o Complete 85% or more of capital projects annually against allocated budget. o Asset Management Plans completed. o Capital funding allocated annually in accordance with levels identified in AMPs. 	<p>This AM Strategy provides the framework for the Asset Plan's and asset management plan's:</p> <p>(1) identification of network deficiencies/ vulnerable locations</p> <p>(2) targeted 85% or more completion rate of capital projects</p> <p>(3) completion of Asset Plan and asset management plans</p> <p>(4) capital funding allocation in accordance with levels identified in the Asset Plan and asset management plans.</p>
Theme 3: Healthy and Inclusive Community		
<p><i>Objective – People are active and socially connected through engaging quality spaces and places.</i></p> <p>3.2.3. Provide fit for purpose, accessible and well-utilised recreation, arts and community facilities and services</p> <p>3.2.4. Plan, design and maintain attractive and safe public spaces</p>	<ul style="list-style-type: none"> o Community satisfaction for recreation facilities increases annually from current result of 68%. o Community satisfaction for appearance of public spaces increases annually from current result of 70% 	<p>This AM Strategy provides the framework for the Asset Plan's/asset management plan's identification of the activities required to maintain acceptable levels of service within available funding levels.</p>
Theme 4: Strong Leadership and Management		
<p><i>Objective – We are a financially robust organisation.</i></p> <p>4.2.1. Plan for sustainable portfolio of assets to deliver the services the community needs within our financial constraints</p> <p>4.2.2. Adopt a policy and approach to guide the disposal of assets no longer required</p>	<ul style="list-style-type: none"> o Asset Management Policy reviewed to address asset decommissioning and divestment o Asset Management Strategy and Plans adopted o Asset Management Plans include strategic service planning recommendations o Capital Funds Allocation and Prioritisation Policies adopted. 	<p>This AM Strategy supports the Asset Management Policy review, provides an AM Strategy for adoption, and provides the supporting framework for Asset Plan adoption and Asset Management Plan approval, including their strategic service planning recommendations.</p>

4.2 Asset Management Policy

Council's most recent Asset Management Policy was adopted in July 2018, and defines the council's vision and service delivery objectives for asset management in accordance with the Council Plan and applicable legislation.

The Asset Management Strategy is developed to support the Asset Management Policy and is to enable Council to show:

- How its asset portfolio will meet the affordable service delivery needs of the community into the future
- Enable Council's Asset Management Policy to be achieved, and
- Ensure the integration of Council's asset management with its long term strategic plans, including the Financial Plan.

4.3 Asset Management Objectives

In line with the 2050 Community Vision and Council Plan 2021-25, the objectives of the asset management strategy are to:

- Ensure that Council's infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents and visitors as determined in reference to Council's financial sustainability,
- Safeguard Council's assets including physical assets and employees, by implementing appropriate asset management strategies and providing appropriate financial resources for those assets,
- Maintain the Financial Plan as the basis for all service and budget funding decisions,
- Meet legislative requirements for all Council's operations,
- Ensure resources and operational capabilities are identified and responsibility for asset management is allocated,
- Provide high level oversight of financial and asset management responsibilities through an asset management steering group (the Asset Management Cross Functional Team) reporting to Council on development and implementation of the Asset Management Strategy, Asset Plan, Asset Management Plans, and Financial Plan.

Strategies to achieve this position are outlined in Section 5.

4.4 Review

This Strategy will be reviewed and updated with subsequent versions on a maximum 4 yearly basis. The Improvement Plan forming section 6 of this Strategy is to be reviewed and updated by the Asset Management Cross Functional Team (AMSG) on an annual basis (minimum), with continued status reporting to the executive and Council.

5. HOW WE WILL GET THERE

The Asset Management Strategy supports Council's Asset Management Policy and outlines strategies to enable the objectives of the 2050 Community Vision and Council Plan 2021-25 to be achieved. These strategies are outlined in Table 5 following.

Table 5: Asset Management Strategies

No	Strategy	Desired Outcome
1	Review Council's Financial Plan and Asset Plan together periodically (at least annually) to update forecast expenditure projections and target or consolidate a sustainable funding position outcome.	A well informed sustainable funding model to provide Council services over the long term.
2	Implement an Improvement Plan to realise Core maturity for financial and asset management competencies within 2 years (June 2024).	Establishment of Core asset management practice with improved financial and asset management function/ capacity within Council.
3	Asset Management Cross Functional Team periodic reporting to the executive and Council of the development and implementation of Asset Management Strategy, Asset Management Improvement Plan actions, Asset Plan, and Financial Plan.	Oversight of resource allocation and performance.
4	Continuously improve Annual Budget processes within the framework of the Financial Plan's long term financial planning.	The long term implications of Council services are fully considered in annual budget deliberations.
5	Annually review the Financial Plan and incorporate Year 1 of the Financial Plan's revenue and expenditure projections into annual budgets.	Long term financial planning drives budget deliberations.
6	Annually review the Asset Plan along with asset management plans for Buildings, Roads, Bridges, Pathways, Stormwater, and Open Space and Recreation.	Identification of services needed by the community and the required funding to optimise 'whole of life' costs.
7	Review and update the Asset Plan, asset management plans, and the Financial Plan after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Council and the community are aware of changes to service levels and costs arising from budget decisions.
8	On-going reporting of Council's financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability, and performance, and against strategic objectives in Annual Reports.	Financial sustainability information is available for Council and the community.
9	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance, costs, and 'whole of life' costs.	Improved decision making providing greater value for money.
10	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report.	Services delivery is matched to available resources and operational capabilities.
11	Ensure responsibilities for asset management are identified and positions resourced where required, with asset management responsibilities incorporated into staff position descriptions.	Responsibility for asset management is defined and resourced.

6. ASSET MANAGEMENT IMPROVEMENT PLAN

The tasks required to achieve a core financial and asset management maturity are shown in Table 6 below.

The 'NAF Practice Area' noted in the table refers to one of the eleven Australian National Asset Management Assessment Framework (NAMAFA or NAF) core competencies. The Improvement Plan is aimed at establishing a core level of asset management practice at Council in a two year timeframe (June 2024).

Table 6: Asset Management Improvement Plan

Ref	NAF Practice Area	Task	Responsibility	Timetable	Resources Required
1	Strategic Long Term Plan	1.1 Annually review and update Financial Plan based on annual review and update of Asset Plan/ asset management plans, and Service Plans.	MF, CAM, AMSG	Oct-Mar Annually	Staff time
2	Annual Budget	2.1 The Annual Budget aligns with Year 1 of the reviewed Financial Plan and includes resources to implement Council Plan strategies.	MF, AMSG	Oct-Mar Annually	Staff time
3	Annual Report	3.1 Annual report continues to review performance of Council against strategic objectives including the Council Plan, Financial Plan, and financial sustainability indicators.	MF, AMSG	Jul-Sep Annually	Staff time
4	AM Policy	4.1 Review AM Policy on max. 4 yearly basis.	AMDG, CAM	2022 and 4-yearly after	Staff time
5	AM Strategy	5.1 Adopt AM Strategy and review on max. 4 yearly basis.	AMSG, CAM	2022 and 4-yearly after	Staff time
6	AM Plans	6.1 Adopt Asset Plan and review on max. 4 yearly basis with Council election cycle.	CAM, AMSG	Adopt Asset Plan by 30 Jun 2021; and by 31 Oct following a Council election thereafter	Staff time
		6.2 Review AM Plans max. 4 yearly to inform Asset Plan review.	CAM, AMSG	Review and Adopt AM Plans with Asset Plan cycle	Staff time
		6.3 Communicate adopted Asset Plan and AM Plans availability and review cycle to relevant staff.	CAM	Oct 2022	Staff time
7	Governance and Management	7.1 Review and Re-Form asset management steering group (AMSG) to provide organisation wide high level involvement, oversight, AM visibility/ promotion, and accountability.	GMIO, MAE	Oct 2022	Staff time
		7.2 AMSG to meet min. quarterly.	AMSG	From Sep 2022	Staff time
		7.3 Report status of asset management practice to Council via Executive Management Team and/ or Audit and Risk Committee annually including "State of the Assets" and improvement plan reporting.	AMSG	From Dec 2022 and then annually	Staff time
		7.4 Further define roles and responsibilities of relevant service managers.	AMSG, CAM	Dec 2022	Staff time
8	Levels of Service	8.1 Formulate base level Service Plans for all infrastructure asset groups (such as Stormwater), incorporating Technical LOS measures.	AMSG, EMT	Mar 2024	Staff time

Table 6: Asset Management Improvement Plan (Cont.)

Ref	NAF Practice Area	Task	Responsibility	Timetable	Resources Required
9	Data and Systems	9.1 Recollect asset data with cyclic revaluations (in accord with Valuation Review document, refer Task 9.3) to further consolidate all asset registers to ensure data validity, reliability, and currency.	CAM, AMSG	Annually	Included in Capital Works renewal funding amounts; Staff time
		9.2 Establish Authority as the 'point of truth' asset register and ensure corresponding information is in GIS.	CAM, MF, AMSG	Mar 2024	Staff time
		9.3 Review and formalise annual Valuation Review procedure/ documentation (including condition assessment cycles).	CAM, AMSG	Dec 2022 documentation and then May-Jul Annually	Staff time
10	Skills and Processes	10.1 Annually review and update a 5-year Capital Works Plan with financial forecasts for all asset classes and update the Financial Plan and asset management plans.	CAM, MF	Dec 2022 and then Annually	Staff time
		10.2 Review and document asset management skills and training requirements and provide training to staff and Councillors.	CAM, CEO	Dec 2022 and then Annually	Staff time
11	Evaluation	11.1 Formulate methodology to review/ monitor and report on Community Level of Service which is practical, useful, and aligned with other reporting methods (LGPRF, Integrated Strategic Planning and Reporting).	CAM, AMSG	Jun 2024 and then Annually	Staff time
		11.2 Formulate methodology to review/ monitor and report on Technical Level of Service which is practical, useful, and aligned with other reporting methods (LGPRF, Integrated Strategic Planning and Reporting).	CAM, AMSG	Jun 2024 and then Annually	Staff time

Key: AMSG = Asset Management Steering Group; EMT = Executive Management Team; CEO = Chief Executive Officer; GMIO = General Manager Infrastructure and Operations; MF = Manager Finance; MAE = Manager Assets and Engineering; CAM = Coordinator Asset Management.

7. REFERENCES

- 'Colac Otway Shire 2050 Community Vision', Colac Otway Shire Council
- 'Council Plan 2021-25', Colac Otway Shire Council
- 'Financial Plan 2021-22 to 2030-31', Colac Otway Shire Council
- 'Council Policy 13.7 Asset Management', Colac Otway Shire Council
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- 'Colac Otway Shire Council Budget 2021/22', Colac Otway Shire Council
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Item: 10.4

Quarterly Performance Report - Jan to Mar 2022

OFFICER	Melanie Duve
CHIEF EXECUTIVE OFFICER	Anne Howard
DIVISION	Executive
ATTACHMENTS	1. Quarterly Performance Report - January to March 2022 [10.4.1 - 61 pages]

1. PURPOSE

To present the Quarterly Performance Report, January to March 2022.

2. EXECUTIVE SUMMARY

This Quarterly Performance Report provides Council with a progress report for the third quarter of the financial year January to March 2022 and is structured in several sections as follows:

- Introduction
- CEO Report
- Annual Plan Progress Report (including links to the Health and Wellbeing Plan)
- Planning and Building Performance Report
- Capital Works and Major Initiatives Performance Report
- Budget Report 31 March 2022

The Annual Plan Progress Report shows:

- 19 actions have been completed
- 66 actions are in progress
- 5 actions have not started

The Budget Report for the nine months ending 31 March 2022 includes:

- Analysis of full year forecast and year-to-date results compared to the 2021-22 adopted budget, including:
 - Comprehensive Income Statement
 - Balance Sheet

- Cash Flow Statement
- Capital Works Statement

The following is a summary in relation to the 2021-22 forecast results.

- The adopted budget reported an operating surplus of \$3.27m.
- The full year forecast operating surplus to March 2022 has increased by \$0.24m to \$3.51m.
- This increase is predominantly due to increased capital and operating grant funding, including an increase to the 2022-23 Financial Assistance grant allocation received in advance in 2021-22 from 50% to 75%.

This is offset by:

- operating and capital grant income carried over from 2020-21 (funding received for incomplete projects in 2020-21, or funding received in advance of project delivery),
- expected completion of carry over recurrent and operating projects in 2021-22, and
- increased depreciation from a scheduled revaluation of bridge infrastructure in 2020-21.
- Closing cash balance is currently forecast to increase by \$2.84m to \$16.09m.
- 31 March 2022 cash balance is \$25.24m and is forecast to reduce by approximately \$9.15m at 30 June 2022 as carry over works are completed.
- The full year forecast assumes that all carry over operating projects of \$1.21m and capital works of \$4.34k are complete by 30 June 2022. There is significant delay in the delivery of the \$20.24m capital works program with 30% of the programme allocation complete.

Further detail of these results are provided in the attached report.

3. RECOMMENDATION

That Council notes the Quarterly Performance Report for the third quarter 2021-22, for the period January to March 2022.

4. KEY INFORMATION

This Quarterly Performance Report 2021-22 provides Council with a progress report as at 31 March 2022.

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

A number of relevant governance principles under S(9)(20) of the LGA 2020 apply to this report, including:

- a) Council decisions are to be made and actions taken in accordance with the relevant law:
 - i. The Chief Executive Officer must ensure that a quarterly budget report is presented to the Council at a Council meeting which is open to the public that includes a comparison of the actual and budgeted results to date, and an explanation of any material variations. The second quarterly report must also include a statement by the Chief Executive Officer as to whether a revised budget is, or may be, required (S97 LGA 2020).

- b) Priority is to be given to achieving the best outcomes for the municipal community, including future generations:
 - i. Explanation of budget and/or project performance variances to budget that provides information to Council and the public about allocation of financial resources to achieve Council Plan and Budget outcomes.
- c) Innovation and continuous improvement is to be pursued:
 - i. Continuous development of financial reporting information and systems to enable more useful information for Council decision making.
- d) The ongoing financial viability of the Council is to be ensured:
 - i. Monthly monitoring of permanent and timing variances to Budget by the Executive Management Team and quarterly monitoring of Budget performance by the Audit and Risk Committee and Council to enable mitigation of identified financial risks.
- e) Regional, state and national plans and policies are to be taken into account in strategic planning and decision making:
 - i. Monthly update of full year budget forecasts to enable Council to allocate available funds to achieve strategic outcomes, such as funding Council contributions toward new grant funding opportunities.
- f) The transparency of Council decisions, actions and information is to be ensured:
 - i. Quarterly update of full year budget forecasts to an open Council meeting to transparently show the impact on Council's financial position of all material permanent variances forecast compared to the adopted Budget with explanations.

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

Section 97 of the *LGA 2020* requires quarterly statements to be presented to Council, comparing the budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date. (S97 LGA 2020).

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)

Not applicable.

Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)

Comprehensive community consultation and engagement was undertaken during the development of the Council Plan 2021-2025 and 2021-22 Budget.

Public Transparency (s58 LGA 2020)

Council information on Council Plan progress, capital works and major initiatives performance, budget performance and building and planning performance is scheduled to be reported quarterly to an open Council meeting.

Full year budget forecasts are updated regularly to transparently show the impact on Council's financial position of all material permanent variances forecast compared to the adopted Budget with explanations.

Alignment to Plans and Strategies

Alignment to Council Plan 2021-2025:

Theme 4 – Strong Leadership and Management

Objective 1: We commit to a program of best practice and continuous improvement

Objective 2: We are a financially robust organisation

Financial Management (s101 *Local Government Act 2020*)

The financial and budgetary implications are disclosed in the attached report and show the anticipated financial impacts on Council's financial position. This information aims to:

- a. Explain the financial operations and performance compared to the adopted budget for the financial year and forecast Council's financial position to 30 June,
- b. Assist Council to effectively manage its revenue, expenses, assets, liabilities, investments and financial transactions in accordance with a Council's financial policies and strategic plans, and
- c. Assist Council to monitor and mitigate any financial risks identified during the financial year.

Service Performance (s106 *Local Government Act 2020*)

Not applicable.

Risk Assessment

There continues to be significant delay in the delivery of the \$20.24m capital works program allocation, which includes carry over capital works of \$4.34m. Further details about the progress of each project are included in the Capital Works and Major Initiatives Performance Report, included in the attached Quarterly Performance Report.

Communication/Implementation

The quarterly Budget Report to March 2022, including the Capital Works and Major Initiatives Performance Report, will be presented to the Audit and Risk Committee on 25 March 2022, in accordance with the Committee's functions and responsibilities under S54 LGA 2020. This report has been presented to a Councillor Briefing on 18 May 2022 as part of the Quarterly Performance Report.

Human Rights Charter

Not applicable.

Officer General or Material Interest

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

Options

Option 1 – Note the Quarterly Performance Report 2021-22 for the third quarter 2021-22, for the period January to March 2022

This option is recommended by officers as this report meets Council's statutory requirement for the Chief Executive Officer to ensure that a quarterly budget report is presented to the Council at a Council meeting which is open to the public (S97 LGA 2020).

Option 2 – Do not note the Quarterly Performance Report 2021-22 for the the third quarter 2021-22, for the period January to March 2022

This option is not recommended by officers as it would be inconsistent with the intent of the reporting requirements in the LGA 2020.



Quarterly Performance Report 2021-22

Third Quarter

1 January – 31 March 2022

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Acknowledgement

The Colac Otway Shire Council respectfully acknowledges the Gulidjan and Gadubanud peoples of the Maar Nation as the traditional owners of the Colac Otway Region, the land upon which the activities of the Colac Otway Shire Council is conducted on.

We pay our respects to their ancestors and elders, past, present and emerging. We recognise and respect their unique cultural heritage, beliefs and up hold their continuing relationship to this land.

Council Plan 2021-2025

Council formally adopted the Council Plan 2021-2025 at a Council meeting held on 27 October 2021. The Council Plan is a document developed in partnership with the community to guide Council's strategic direction over the next four years.

The key issues faced by our community, identified through the development of the Community Vision 2050, informs the choice of major projects and activities that Council identifies as its highest priorities.

Community Engagement

Development of the Council Plan 2021-2025 included a comprehensive community engagement process, which conducted alongside development of the Community Vision 2050. The engagement process included:

- Regional roadshows at 12 community locations
- Online community sessions
- Community survey
- Stakeholder interviews
- Youth summit
- Community panel sessions
- Councillor workshops
- Exhibition of draft Community Vision 2050 and Council Plan 2021-2025

The Community Vision 2050 and Council Plan 2021-2025 is available for download from Council's website, or hard copies are available for viewing at Council offices in Colac and Apollo Bay.

Council Plan 2021-2025 Strategic Themes

There are four themes in the Council Plan:

Theme One - Strong and Resilient Economy

We are committed to expanding our diverse industries, vibrant arts community, world-renowned tourism, and professional health services. A healthy, growing economy will provide sustainable industries and jobs, and opportunities for all ages.

Theme Two – Valuing the Natural and Built Environment

We will protect our natural environment and communities, by maintain and providing resilient infrastructure, and being leaders in sustainable living, modelling innovation and best practice.

Theme Three – Healthy and Inclusive Community

We will continue to be a great place to live. We embrace our diverse community, take care of our older community and prepare our children for success. We care for each other, are friendly and welcoming, and enjoy a vibrant and active lifestyle. We are a small population with big hearts.

Theme Four – Strong Leadership and Management

We will be leaders in good governance, transparency and strive for ongoing improvement.

Links to the Public Health and Wellbeing Plan

The following legend indicates actions that are linked to the Public Health and Wellbeing Plan

Preventing Violence	Climate Change	Active Living	Mental Health Wellbeing	Gender Equity	Panel Recommendation
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Chief Executive Report

The third quarter of 2021—22 saw a welcome return of international visitors to Australia after almost two years of border closures.

This was good news for our tourism and hospitality businesses and coincided with a marketing campaign of Australia featuring our region, which was unveiled at a Local Government Tourism Roundtable.

The roundtable discussions were held with Tourism Australia and the Minister of Trade, Tourism and Investment, the Hon. Dan Tehan MP, in Port Campbell, where we could advocate for our shire alongside other regional councils.

Behind the scenes, our businesses had been readying themselves for this moment with support from Council's economic development and tourism team, who helped a number of local tourism businesses go through the 'Connecting with Asia' program.

The return of international visitors, including those on working holiday visas to ease the burden on businesses who have faced worker shortages, was a significant step towards our COVID-recovery and provided more planning certainty for our hardest-hit businesses.

On Australia Day, we welcomed five new Australian citizens for a citizenship ceremony and celebratory morning tea as in-person events returned to Victoria. The new citizens included those from Afghanistan, Thailand, France and the United Kingdom.

A few days later, Council had another welcome event to attend. This time, it was 51 new employees from Vanuatu for Colac's Australian Lamb Company as a way to fill critical labour shortages. These two events were a fantastic way to showcase our increasingly diverse and welcoming community.

For the first time, our Colac Otway Community Awards were moved from within the Australia Day timeline to be part of the iconic Colac Kana Festival, a successful transition.

Up on the main festival stage, Citizen of the Year was presented to Ivan McCallum for his more than 30 years of volunteer leadership roles, Young Citizen of the Year was presented to Sohail Ali for his efforts in coaching of the Colac Otway Rovers Soccer Club junior team and the Community Service Award was presented to Leanne Callahan, a dairy farmer who still finds time to assist the homeless, near homeless and disadvantaged as a volunteer, as well as supporting the needs of their pets.

Council's own main event this quarter was a Civic Thank You held at COPACC to recognize representatives from the community that included healthcare workers, the Community Leaders Group, teachers, supermarket staff, media and emergency services groups as a chance to pause and reflect on all that has been achieved by our community to protect it from COVID. While Council couldn't possibly know or thank every person who has kept the community safe and supported over the last two years, it was hoped that those at the event would extend Council's appreciation to others.

We were also pleased to welcome theatre back to COPACC with a successful launch event for the 2022 *Colac Herald* Theatre Season before a performance by the Australian Whitney Houston Show.

Sporting events also returned, with the first-ever Lochard Energy Warrnambool Women's Classic cycling race starting at the Colac Velodrome. The historic Melbourne to Warrnambool Cycling Festival includes the second oldest one-day cycling event in the world and the longest in the Southern Hemisphere.

We've been cheering the event from the sidelines in Colac Otway Shire since the event began in 1895 and cheers were especially loud around town to mark this very significant event for Colac Otway and our cycling community. It was an honour to showcase our cycling facility and picturesque cycling route to athletes and spectators.

While there was much to celebrate as the region opened up again for visitors and events, COVID came knocking at our doors more than ever with many staff catching the virus or at home isolating with family members who had caught it.



Chief Executive Report

This put pressure on our services as we dealt with changes to restrictions and staffing shortages. However, a steady flow of rapid antigen tests were received to keep essential staff safe and available for shifts.

Our immunisation nurses were also recognised for the work they did to oversee student nurses on their university courses, made harder due to strict COVID protocols, alongside their Council immunisation work and sometimes also shifts for COVID vaccination clinics.

Our Services and Operations team were also busy this quarter with extensive storm clean-up following extreme weather events early in the year.

This quarter, the tender for the development of the Barwon Flow Trails, as part of the initial phase of a broader Forrest Mountain Bike Trail Revitalisation project, was awarded.

The project will help open up the area for a wider range of mountain bike enthusiasts, including all-ability riders and as a family-friendly trail riding destination, alongside an increased offering for the more experienced riders.

Forrest was one of Australia's first mountain bike towns, using mountain biking as a driver for tourism and economic development following the slow-down of the forestry industry in the region.

When completed, the revitalisation of the Forrest Mountain Bike Trails will re-establish Forrest as a nationally-significant mountain bike destination and is an exciting development for the township alongside news of the new caravan park leaseholder, Belgravia.

The contract for vital new infrastructure at the Port of Apollo Bay was also announced. This will include the building of two new floating pontoons at the boat ramp after a funding grant for \$800,000 from Better Boating Victoria (Victorian Fisheries Authority) this quarter. Again, accessibility was a focus of the inclusive design.

A review of our Environment Strategy 2010-2018 was delivered in this quarter, examining 41 targets and Council's progress towards them. The review report was well-received by Council, highlighting some key outcomes including solar installations across many different facilities across the shire, water reduction measures, streetlight globe changes leading to energy and cost reductions, as well as landfill assessments and weed removal.

The Review Report will be used to guide Council's new Environment Strategy, to be developed later in the year.

Council and officers also had a focus on the upcoming Budget and attended six Budget workshops to work towards developing our Draft Budget for 2022-23 (including Draft Fees and Charges), as well as working on the final stages of developing the Draft Asset Plan 2022—23 to 2031—3.

After two years of being kept away from the community, this quarter was a fantastic reintroduction to our people, our places, and our goals for the growth of Colac Otway Shire.

Anne Howard

Chief Executive

Colac Otway Shire Council

Annual Plan 2021 - 2022

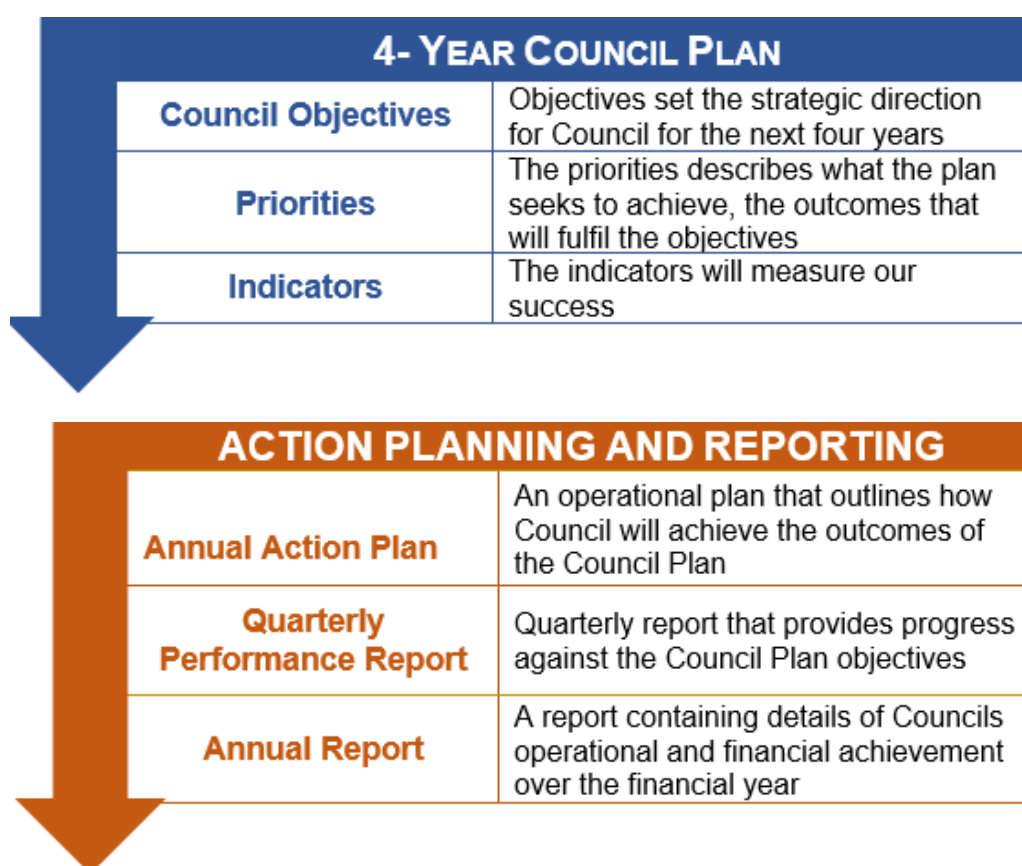
The Annual Plan is an operational plan that outlines how Council will achieve the outcomes of the Council Plan 2021-2025.

As part of the Council Plan 2021-2025, Council commits to generating an annual action plan to demonstrate how we will deliver on our commitments, evaluating our own performance, and publishing results within the annual report each October.

In addition, the development and implementation of the annual plan is informed by ongoing partnerships with agencies, community and other levels of government.

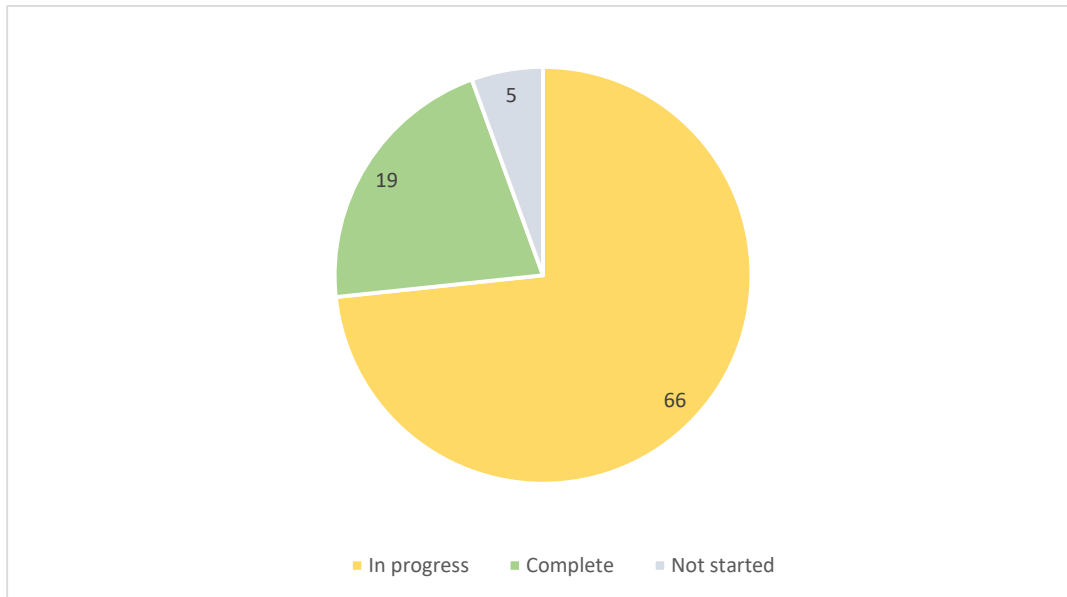
Each quarter, Council will produce a quarterly report showing progress against each of the actions in the annual plan, in addition Council produces an Annual Report, which outlines the work undertaken for the financial period.

Integrated Planning Framework

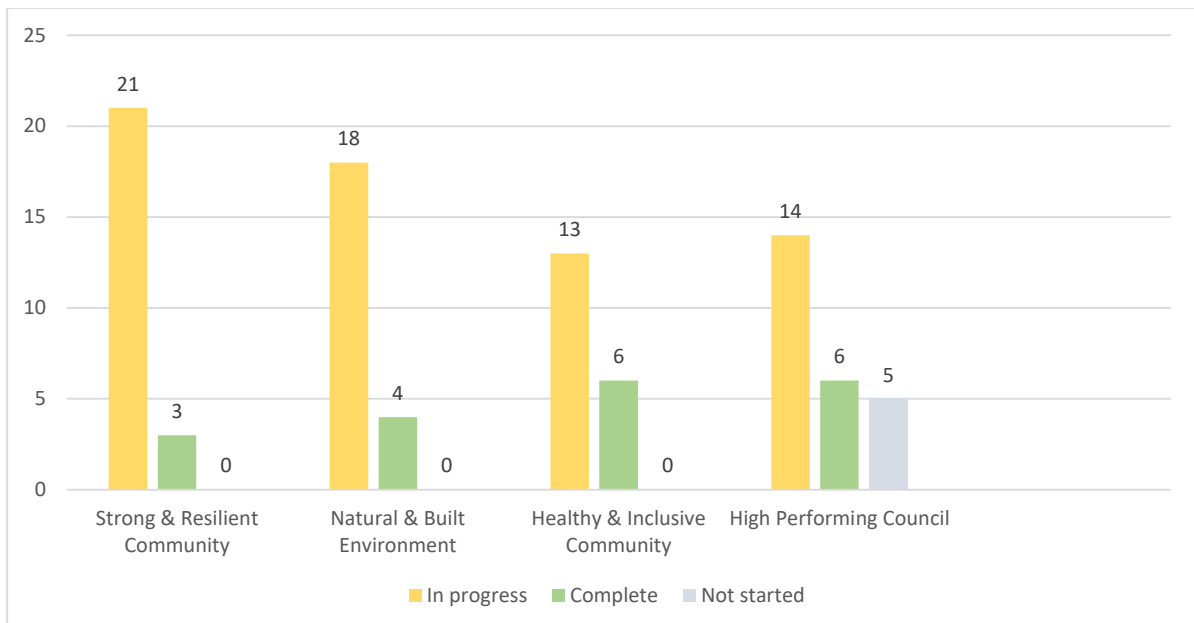


Annual Plan 2021 - 2022

Overall Progress by Action



Progress by Theme



Theme One – Strong and Resilient Economy

1.1 Affordable and available housing will support our growing community and economy					
Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
1.1.1 Deliver a strategic growth plan for the shire and settlement strategy for all small towns and rural living areas					
1.1.1.1	Participate in Great Ocean Road Authority Strategic Framework Plan	Officers have attended workshops by the Great Ocean Road Coast and Parks Authority concerning technical work being undertaken as a precursor to the Strategic Framework Plan and have contributed feedback.	75%	In progress	
1.1.3 Facilitate the delivery of more diverse housing stock in Colac and Apollo Bay					
1.1.3.1	Progress sale of the Council owned land at Bruce Street Colac for development with social housing	An Expression of Interest process for sale of the land with a requirement for provision of limited social housing was initiated in February following a review of the project approach late in 2021. The Notice of Intention to see was advertised, resulting in a decision to proceed with sale of the land.	75%	In progress	<div>Preventing Violence</div> <div>Mental Health & Wellbeing</div> <div>Panel Recommendation</div> <div>Gender Equity</div>
1.1.3.2	Work with the Apollo Bay community to progress actions that achieve key worker housing	Officers have worked with the Apollo Bay Key Worker Housing taskforce concerning potential housing initiatives, and have provided advice on a number of possible housing sites. Collaborative work was also undertaken with the Great Ocean Road Coast and Parks Authority concerning temporary worker accommodation in the Apollo Bay Recreation Reserve Caravan Park.	75%	In progress	
1.1.4 Increase residential land supply in Colac					
1.1.4.1	Commence Deans Creek Outline Development Plan and Development Contributions Plan	Challenges experienced in recruiting a project officer, but early work commenced to develop governance arrangements for the project. Grant applications lodged with the Victorian Planning Authority and	50%	In progress	

Theme One – Strong and Resilient Economy

		Regional Development Victoria have been submitted to assist with the technical work required.			
1.1.4.2	<i>Support the sale of land process at Bruce Street for residential housing</i>	An Expression of Interest process for sale of the land with a requirement for provision of limited social housing was initiated in February following a review of the project approach late in 2021. The Notice of Intention to see was advertised, resulting in a decision to proceed with sale of the land.	75%	In progress	<div>Preventing Violence</div> <div>Mental Health & Wellbeing</div> <div>Panel Recommendation</div> <div>Gender Equity</div>
1.1.4.3	<i>Complete Colac West Development Plan and Shared Infrastructure Plan</i>	Draft Development Plan placed on public exhibition in August/September and submissions heard by Council in November. Officers are finalising a Shared Infrastructure Plan for discussion with land owners. Finalisation of the Plan has been delayed by storm water investigations being undertaken by key land owners in the precinct. Substantial progress has been made in progressing a subdivision within the Development Plan area.	50%	In progress	
1.1.4.4	<i>Process privately led Colac residential housing planning scheme amendments</i>	Officers have facilitated the preparation of amendments to rezone land between Irrewillipe Road and Harris Road in Elliminyt (considered by Council at the December 2021 and March 2022 Council meetings) and west of the Wyuna Estate at Elliminyt (awaiting finalisation of the amendment documentation by the proponent). These should be placed on exhibition early to mid 2022.	75%	In progress	<div>Panel Recommendation</div>

Theme One – Strong and Resilient Economy

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
1.1.5 Deliver a Social Housing Strategy					
1.1.5.1	<i>Adopt Social Housing Strategy</i>	Council adopted the Colac Otway Social Housing Plan at its August Council meeting. Officers have since worked with the G21 Project Control Group, Homes Victoria and other stakeholders to progress actions in the Plan.	100%	Completed	<div>Preventing Violence</div> <div>Mental Health & Wellbeing</div> <div>Gender Equity</div>
1.1.5.2	<i>Work with G21 regional partners to finalise a regional plan</i>	Council has worked closely with the G21 region partners to progress a regional plan. G21 has amended its approach and a Big Capacity Build funding proposal has been developed to enable an expansion of the project to encompass other housing issues, including key worker housing, to be conducted over 5 years. Strong relationships have been developed with Homes Victoria concerning potential social housing developments under the Big Housing Build program.	75%	In progress	
1.1.5.3	<i>Work with Homes Victoria and housing providers to deliver social housing projects under the State's Big Housing Build program</i>	Officers have provided details of suitable State Government owned sites to Homes Victoria for potential development under the Big Housing Build program, and met several times to discuss these opportunities. Officers have also discussed opportunities on privately owned land with Homes Victoria, and responded to a Request for Proposal by Homes Victoria for the purchase of Council owned land at Apollo Bay for development of affordable housing.	50%	In progress	<div>Preventing Violence</div> <div>Mental Health & Wellbeing</div> <div>Gender Equity</div>
1.1.5.4	<i>Support the delivery of social housing through development of the Council land at Bruce Street, Colac</i>	An Expression of Interest process for sale of the land with a requirement for provision of limited social housing was initiated in February following a review of the project approach late in 2021. The Notice of Intention to sell was advertised, resulting in a decision to proceed with sale of the land.	75%	In progress	<div>Preventing Violence</div> <div>Mental Health & Wellbeing</div> <div>Panel Recommendation</div> <div>Gender Equity</div>

Theme One – Strong and Resilient Economy

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
1.1.6 Increase access to affordable accommodation for essential workers					
1.1.6.1	<i>Work with the Apollo Bay community to progress actions that achieve key worker housing</i>	Officers have worked with the Apollo Bay Key Worker Housing taskforce concerning potential housing initiatives, and have provided advice on a number of possible housing sites. Collaborative work was also undertaken with the Great Ocean Road Coast and Parks Authority concerning temporary worker accommodation in the Apollo Bay Recreation Reserve Caravan Park.	75%	In progress	Preventing Violence
					Mental Health & Wellbeing
					Panel Recommendation
					Gender Equity
1.1.6.2	<i>Participate in a regional Key and Essential Housing Worker project</i>	Council has participated in the Project Control Group for the regional Key and Essential Worker Housing project, and has been involved in the engagement of a consultant and project manager. The project has commenced, stakeholder consultation has occurred, and the consultant is investigating the feasibility of development sites for key worker housing across the different Councils.	75%	In progress	Preventing Violence
					Mental Health & Wellbeing
					Panel Recommendation
1.1.6.3	<i>Investigate site options for future provision of key worker housing in Apollo Bay</i>	Officers have worked with the Apollo Bay Key Worker Housing taskforce concerning potential housing initiatives, and have provided advice on a number of possible housing sites. Collaborative work was also undertaken with the Great Ocean Road Coast and Parks Authority concerning temporary worker accommodation in the Apollo Bay Recreation Reserve Caravan Park.	75%	In progress	Preventing Violence
					Mental Health & Wellbeing
					Panel Recommendation
					Gender Equity
1.1.6.4	<i>Advocate to State and Federal Government for support towards key worker accommodation</i>	Council has utilised our membership of G21 and the Barwon South-west Partnership forums to advocate for funding and Government support to address the key worker housing shortage, with representations being made to State and Federal politicians and Government agencies such as Regional Development Victoria. A	75%	In progress	Preventing Violence
					Mental Health & Wellbeing
					Panel Recommendation

Theme One – Strong and Resilient Economy

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
		submission has been made to Homes Victoria seeking support to establish key worker accommodation under the Big Housing Build program, and an expression of interest was lodged for purchase of the Apollo Bay Kindergarten site in Apollo Bay from Council for affordable accommodation.			Gender Equity
1.1.6.5	<i>Review Council's local law exemption process to consider increased facilitation of short term accommodation on residential lots for essential workers</i>	Officers have developed a complementary local law permit process for consideration of key worker permits to camp on private land for the summer period. This was considered at the November 2021 Council meeting and the process put in place for the 2021-22 summer holiday period.	100%	Completed	

1.2 Attract, retain and grow business in our Shire

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
1.2.1 Attract and retain a diverse range of businesses and industries, particularly those with green credentials					
1.2.2.1	<i>Deliver small business Digital Transformation program</i>	Consultants are progressing the Digital Infrastructure Capacity and Gap Analysis including undertaking business surveying and market testing. Consultants have also been appointed for the Small Business Digital Literacy Program and business recruitment to the program has commenced.	75%	In progress	

Theme One – Strong and Resilient Economy

1.2.3 Deliver City Deals project in Colac Otway Shire's coastal towns

1.2.3	<i>Complete year one milestones in projects plans</i>	Draft detailed designs for each of the three funded projects have been completed pending approvals from Council and state agencies. Milestone 5 of 8 is nearing completion. The forecast schedule is at some risk due to the complexities of the various approval processes and meeting the requirements of the new Marine and Coastal Act. The funds available under the original agreement will not allow the completion of the full suite of deliverables in each project based on cost estimates. Work is occurring with relevant agencies to determine what elements can be constructed with available funds in each project stream.	75%	In progress	
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1.3 Key infrastructure investment supports our economy and liveability

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
1.3.1 Attract investment to implement key master plans and projects that will drive economic growth including but not limited to Lake Colac Foreshore Masterplan, Public Toilet Strategy, CBD and Entrances Plan, Apollo Bay, Marengo and Skenes Creek CIP, Murray Street upgrades, township masterplans, Colac Civic Health and Rail Precinct, Memorial Square Masterplan Tourism Traffic and Parking Strategy					
1.3.1.1	<i>Finalise a list of Council priority projects for funding advocacy</i>	Council's Priority Project list has been developed for consideration at the April 2022 Council Meeting.	75%	In progress	

Theme One – Strong and Resilient Economy

1.3.2 Deliver improvements to Colac and Apollo Bay CBD's to support their role as a hub for commerce, tourism and the community					
1.3.2.1	<i>Complete the Apollo Bay Community Infrastructure Plan</i>	Significant progress has been made in resolving outstanding stakeholder concerns, with preparation of a draft Plan that is due to be considered by Council for public exhibition in May/June 2022.	85%	In progress	
1.3.2.2	<i>Finalise the Colac Civic Precinct Master Plan</i>	Stakeholder engagement undertaken relating to opportunities and constraints for the precinct, and draft master plan documentation is being prepared. Project is scheduled to be completed late 2022. Workshop held with Colac Area Health Board and Executive in March to discuss future of health precinct.	65%	In progress	
1.3.3 Advocate to relevant authorities for new and upgraded infrastructure to support business growth e.g. roads, utilities, NBN					
1.3.3.1	<i>Complete a Digital Infrastructure Gap Analysis study</i>	Consultants are progressing the Digital Infrastructure Capacity and Gap Analysis including undertaking business surveying and market testing.	75%	In progress	
1.3.4 Advocate for implementation of the Forrest Waterwaste scheme					
1.3.4.1	<i>Advocate to Barwon Water and State government to fund Forrest Wastewater Upgrade</i>	Council continues to advocate for Barwon Water funding of the wastewater solution for Forrest to be included in its 2023-28 pricing submission to the Essential Services Commissioner.	75%	In progress	

Theme One – Strong and Resilient Economy

1.4 Colac Otway Shire is a destination to visit

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
1.4.4 Facilitate development of sustainable visitor infrastructure and accommodation					
1.4.4.1	<i>Assist GORA with information necessary to conduct the preliminary assessment required to start the Ecotourism certification process</i>	Preliminary Assessment of Ecotourism Certification eligibility for the region has been completed.	100%	Completed	

Theme Two - VALUING THE NATURAL AND BUILT ENVIRONMENT

2.1 We mitigate impacts to people and property arising from climate change					
Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
2.1.2 Green our streets and public places					
2.1.2.1	<i>Deliver Council's Street Tree planting program to identified candidate streets</i>	<p>Street tree planting is proposed to be undertaken in:</p> <ul style="list-style-type: none"> • Manifold Street, Colac • Pollack Street, Colac • Corangamite Street, Colac • Gellibrand Street, Colac <p>In addition plantings are planned for:</p> <ul style="list-style-type: none"> • Wallace Street, Beeac • Deloraine Street, Colac • Roadknight Street, Birregurra • Molesworth Street, Birregurra <p>These works are to be undertaken in Autumn 2022.</p>	75%	In progress	<div>Mental Health & Wellbeing</div> <div>Panel Recommendation</div> <div>Climate Change</div> <div>Active Living</div>
2.1.3 Minimise the effects of climate change and extreme weather events on our community					
2.1.3.1	<i>Complete scheduled capital works projects that address impacts from climate change and extreme weather events</i>	<p>The Bass Crescent Outfall upgrade is complete, addressing coastal erosion and preventing further damage to the Great Ocean Road. Works are completed to address a landslip on Morris Access as scheduled. The remaining budget was reallocated due to significant storm events that occurred in September and October 2021 of which there were approximately 40 landslips. The remediation of these new slips will be undertaken with National Disaster Relief and Recovery Authority (NDRRA) funding as it was a declared event, over the period up to June 2024.</p>	100%	Completed	

Theme Two - VALUING THE NATURAL AND BUILT ENVIRONMENT

2.1.3.2	<i>Review and update (as required) emergency plans for emergency events and ensure Council is prepared to undertake its functions (e.g. Council's Pandemic Plans)</i>	Officers continue to monitor, review and update emergency plans to ensure Council is prepared to undertake its functions. The Otway District Strategic Fire Management Plan, in collaboration with Corangamite and Surf Coast Shires, has been updated and endorsed by the Municipal Emergency Management Planning Committee, with quality assurance documents completed and submitted to the Regional Emergency Management Committee for final approval.	75%	In progress	<div>Panel Recommendation</div> <div>Climate Change</div>
2.1.3.3	<i>Provide support and input to community sustainability projects such as the Apollo bay Neighbourhood Battery Feasibility Study, the Geelong+ Community Solar Program and the BSW Community Power Hub and Small Business Energy Saver Program</i>	Council has continued to support and provide input to community sustainability projects such as the Apollo Bay Neighbourhood Battery Feasibility Study, the Geelong+ Community Solar Program and the Barwon South West Community Power Hub and Small Business Energy Saver Program. Officers have attended various project Advisory/Working Group meetings.	75%	In progress	<div>Climate Change</div>

2.2 We operate sustainably with a reduced carbon footprint

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
2.2.1 Improve Council's sustainability practices through the reduction of Council's carbon emissions and/or need to pay for carbon offsets					
2.2.1.1	<i>Establish and verify Council's net-zero emissions/carbon neutral status by participating in a not-for-profit, revegetation based offsetting program</i>	The emissions inventory verification and the purchase of the required not-for-profit revegetation based offsets should be completed by the end of April/early May 2022 to formalise Council's Carbon Neutral status for the 2020-21 financial year	80%	In progress	<div>Mental Health & Wellbeing</div> <div>Panel Recommendation</div> <div>Climate Change</div>

Theme Two - VALUING THE NATURAL AND BUILT ENVIRONMENT

2.2.1.2	Conduct feasibility study into the opportunity to install electric heat pumps at Bluewater Leisure Centre to replace the existing Gas Heat Pumps.	Feasibility Study has been completed and discussed with Councillors.	100%	Completed	<div>Mental Health & Wellbeing</div> <div>Panel Recommendation</div> <div>Climate Change</div>
2.2.2 Council supports the community to reduce carbon emissions					
2.2.2.1	Explore membership of a regional greenhouse alliance	A formal invitation for the 2022-23 financial year will be considered at the April 2022 Council Meeting.	90%	In progress	
2.2.2.2	Support community initiated environmental projects through the Colac Otway Shire Grant Program	<p>Council's grants program has assisted the following community initiated and business environmental projects in 2021-22:</p> <ul style="list-style-type: none"> • Upgrades to energy and water efficient appliances, lighting and insulation. • Community education workshops in sustainable living. • Home energy efficiency assessments, video and workshops to share strategies. • Organic composting system. • Feasibility study into a neighbourhood battery. • Community riverbank rehabilitation and weed control projects. • Upgrade to the Community Nursery Support Centre which trains community members in plant and environmental initiatives. 	100%	Completed	<div>Mental Health & Wellbeing</div> <div>Panel Recommendation</div> <div>Climate Change</div>

Theme Two - VALUING THE NATURAL AND BUILT ENVIRONMENT

2.2.3 Educating and assisting our community to act on climate change by reducing waste, emissions and water usage

2.2.3.1	<i>Conduct detailed and targeted educational activities including bin audits, to educate the community in the correct sorting of household waste at the source</i>	<p>Council's behaviour change campaign was undertaken with the delivery of the fourth glass-only collection bin in November 2021. Key messages as part of the behaviour change campaign included:</p> <ul style="list-style-type: none"> • Separation of the glass from the co-mingled recycling • increasing food waste in the green (FOGO) Organics bins • reducing waste to landfill <p>Bin audits were completed in November 2021. Findings from these will also form part of the behaviour change campaign in 2022. Council's waste team introduced the GoodSort App to the community in November 2021. Residents can search waste materials to find out what bin it should go in.</p>	75%	In progress	Panel Recommendation
					Climate Change

2.3 Protect and enhance the natural environment

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
2.3.1 Environment Strategy reviewed					
2.3.1	<i>Review the existing Environment Strategy and commence community and stakeholder consultation for the new Environment Strategy 2022-2030</i>	<p>The final Environment Strategy Review Report was presented to Council on 2 February 2022 and made publicly available shortly after via Council's website. Community and stakeholder consultation planning for the new Environment Strategy 2022-2030 has commenced and EMT and Council has been briefed regarding revised timelines for delivery of the new Environment Strategy (due to be completed in early 2023).</p>	75%	In progress	Climate Change

Theme Two - VALUING THE NATURAL AND BUILT ENVIRONMENT

2.3.2 Protect native vegetation, ecosystems, flora and fauna

2.3.2.1	<i>Deliver and support community and corporate environmental events (e.g. National Tree Day, World Environment Day, Clean Up Australia Day)</i>	The Environment team continues to deliver and support community and corporate environmental events – having recently delivered two events for Clean Up Australia Day in early March and successfully completed the Colac Secondary College Alpine School Program, and continues to work with the Colac Specialist School for the 2022 school year.	(Ongoing)	In progress	<div>Mental Health & Wellbeing</div> <div>Panel Recommendation</div> <div>Climate Change</div> <div>Active Living</div>
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2.3.3 Undertake pest plant and animal management control programs and community education to target and reduce invasive species in natural systems

2.3.3.1	<i>Coordinate and deliver annual pest plant and animal control programs across environmental reserves, road reserves and other council managed land</i>	Council's annual pest plant and animal control programs across environmental reserves, road reserves and other council managed land continues to be delivered. Autumn weed control contracts have commenced.	(Ongoing)	In progress	
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2.4 We will satisfy our community's reasonable expectations to reduce waste going to landfill, increase resource recovery and minimise waste charges

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
2.4.1 Increase community satisfaction by community education, phone apps, reducing waste to landfill, pursuing joint waste contracts and other innovative approaches in partnership with our community and business sectors					
2.4.1.1	<i>Continue to implement year one actions from the Colac Otway Resource Recovery and Waste Management Strategy, including roll out of the COS Shire "Good Sort" app for residents</i>	To increase community satisfaction with the waste management system the following is being undertaken: <ul style="list-style-type: none"> • Community education to support the rollout of the purple glass-only bin and changes to the recycling streams. • Using communication and social media channels to promote ways of reducing waste, reusing and recycling. • Council's GoodSort App (waste App) has received some positive feedback so far. 	75%	In progress	<div>Panel Recommendation</div>

Theme Two - VALUING THE NATURAL AND BUILT ENVIRONMENT

		The goal is that through targeted communication Council increases community confidence of the kerbside recycling services.			
2.4.1.2	<i>Continue to identify opportunities to collaborate with regional partners, including Barwon Water and Barwon South West Waste Resource & Recovery Group</i>	Colac Otway Shire Council's waste department is one of the nine Councils which work collaboratively as part of the Barwon South West Waste Resource Recovery Group to identify joint opportunities and look into regional partnerships. Currently Council is looking into the following projects. <ul style="list-style-type: none"> • G21 Council's joint recycling facility in the Geelong area, (MRF) • A joint recycling facility collaboration with the Ballarat City Council (MRF) • Barwon Water organics facility (RON) 	75%	In progress	Climate Change
2.4.2 Reduce the % of food and organic (FOGO) waste in the landfill waste stream (red bin) by awareness raising and innovative approaches					
2.4.2.1	<i>Review Events Policy and include provisions for waste wise events</i>	Review of the existing Event Policy has commenced.	10%	In progress	Climate Change
2.4.2.2	<i>Conduct detailed and targeted educational activities including bin audits, to educate the community in the correct sorting of household waste at the source</i>	As part of Council's waste and recycling behaviour change campaign Council introduced kitchen caddy liners to encourage food waste in the green (FOGO) Organics bins and reduce food waste to landfill. Council's bin audit program was completed in November 2021. Findings from these will also form part of the behaviour change campaign. Council's GoodSort App (waste App) is an innovative way for our community to improve their waste & recycling awareness.	75%	In progress	Climate Change
2.4.3 Reduce the % of contamination of the recycling waste stream (yellow bin) by awareness raising and innovative approaches					
2.4.3.1	<i>Conduct detailed and targeted educational activities including bin audits, to educate the community in the correct sorting of household waste at the source</i>	Council's behaviour change campaign included the separation of the glass from the co-mingled recycling; this is one way to reducing contamination in the co-mingled recycle streams. Council's bin audit program was completed in November 2021. Findings from this will also form part of the behaviour change campaign. Council's	75%	In progress	Climate Change

Theme Two - VALUING THE NATURAL AND BUILT ENVIRONMENT

		GoodSort App (waste App) is an innovative way for our community to improve their waste & recycling awareness.			
2.4.4 Divert glass from landfill by rollout of glass recycling bins (purple bin) and public awareness raising and innovative approaches					
2.4.4.1	<i>Introduce a fourth glass collection bin for the kerbside collection of glass, which will reduce the contamination of the current comingle stream</i>	Reducing contamination in the yellow recycling bins started in October, when Council started to rollout the fourth purple glass bin to all residents who receive a kerbside waste collection. The rollout delivered 10,500 bins to residents. The first purple glass bin collections in November 2021 collected 18.2 tonnes of glass.	100%	Completed	Climate Change
2.4.5 Trial a hard waste collection service					
2.4.5.1	<i>Research and present options for a hard waste service leading to trials</i>	Council's Waste department is currently researching options for a hard waste collection and will provide options to Council over the coming months.	40%	In progress	Climate Change
2.5 Provide and maintain an attractive and safe built environment					
Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
2.5.1 Maintain road and drainage assets to ensure they are safe and reliable					
2.5.1.1	<i>Ensure that identified road defects are rectified in accordance with settings in the Road Management Plan</i>	Colac Otway Shire's Services and Operations department ensures that in day-to-day operations maintenance to roads and drainage is in accordance with the Colac Otway Shire Road Management Plan (2021). Defect compliance is to be greater than 85% monthly.	(Ongoing)	In progress	

Theme Two - VALUING THE NATURAL AND BUILT ENVIRONMENT

2.5.2 Deliver a relevant Capital Works Program

2.5.2.1	<i>Provide efficient and effective Capital works delivery in line with agreed targets</i>	COVID related impacts continue to affect the capital works delivery rate. Impacts include: delays caused by reduced availability of contractors and consultants affected by COVID, material delivery delays and shortages, increased tendered rates and a reduction of tender submissions in a competitive market. Delivery of Capital Works this year is expected to be in the order of 70% of the program, with the majority of the balance of the works committed and in progress by end of Financial Year. \$6 million had been spent at the end of March, with a further approximately \$3 million of work completed and pending payment.	45%	In progress	
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2.5.3 Council meets annual infrastructure renewal gap

2.5.3.1	<i>Complete Council's Asset Plan</i>	Asset management plans (AMPs) have been prepared for all major asset classes: open space and recreation, paths, buildings, bridges, roads and drainage. A draft 'Asset Plan' that brings these documents together has been prepared in line with the requirements of the Local Government Act 2020. The Plan will be presented for adoption in May/June 2022, following a period of public consultation.	90%	In progress	Panel Recommendation
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Theme Three – HEALTHY AND INCLUSIVE COMMUNITY

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
3.1 All people have the opportunity to achieve and thrive in our shire					
3.1.1 Advocate for access to and provision of education, employment and lifelong learning opportunities					
3.1.1.1	<i>Deliver Small Business Digital Transformation project</i>	Consultants are progressing the Digital Infrastructure Capacity and Gap Analysis including undertaking business surveying and market testing. Consultants have been appointed for the Small Business Digital Literacy Program and business recruitment to the program has commenced.	50%	In progress	
3.1.1.2	<i>Deliver the Colac Otway Careers/Jobs Fair</i>	The Careers Fair was scheduled for October 2021, however due to COVID-19 restrictions, was postponed. The event is planned to proceed in mid-2022.	25%	In progress	<div>Mental Health & Wellbeing</div> <div>Panel Recommendation</div> <div>Preventing Violence</div>
3.1.2 Create environments where children can be happy, healthy, supported, educated and safe					
3.1.2.1	<i>Continue to work towards securing long-term childcare solutions for Apollo Bay and Colac</i>	A study has been prepared to consider the financial modelling for a childcare extension at the Apollo Bay Early Years Hub.	25%	In progress	<div>Mental Health & Wellbeing</div> <div>Panel Recommendation</div> <div>Preventing Violence</div> <div>Gender Equity</div>
3.1.2.2	<i>Complete Early Years Infrastructure Plan to guide facility maintenance and investment decisions across the shire</i>	This plan is in draft and will be progressed further in coming months. Ongoing discussions are taking place with relevant State Government partners with regards to the future of our early year's	15%	In progress	<div>Mental Health & Wellbeing</div> <div>Panel Recommendation</div>

Theme Three – HEALTHY AND INCLUSIVE COMMUNITY

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
		infrastructure, particularly in relation to Building Blocks funding opportunities.			Preventing Violence
3.1.2.3	Work with service providers, P-12 College and community to transition the Apollo Bay Preschool into new Apollo Bay Early Years Hub	Sub-licence with One Tree Community Services signed and executed. State Government service approval secured. Kindergarten services commenced in the new facility at the start of Term one.	100%	Completed	Mental Health & Wellbeing Panel Recommendation Preventing Violence
3.1.3 Provide services to enable lifelong health and wellbeing from the early to senior years					
3.1.3.1	Partner with other community organisations within Colac Otway Shire and boarding Aged Care and Disability services to enhance relationships with the community in building high quality and accessible service delivery to the home and community	Relationships with other agencies established and further developed. The partnership will move into the next phase as aged care services go through changes in 2023. Monthly meetings have been established with key partners.	100%	Completed	

3.2 People are active and socially connected through engaging quality spaces and places

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
3.2.1 Provide safe, inclusive, accessible and integrated transport networks that support active transport					
3.2.1.1	Construction of a shared pedestrian and cycling path along the Great Ocean Road north of Cawood Street, Apollo Bay	Project still in design phase due to complexities with land ownership status and on ground topography challenges.	25%	In progress	Mental Health & Wellbeing Climate Change Active Living

Theme Three – HEALTHY AND INCLUSIVE COMMUNITY

3.2.1.2	Upgrade the shared path along the Barongarook Creek, Colac	Path installation completed from Chapel Street through to Lake Colac at a width of 2.5 metres a majority of the way except some small sections near Chapel Street bridge that needed to be slightly narrower in a designated bike walking area. The path is open for use. Old seating was removed with new seating and signage soon to be installed. Old railings at the bridge have been removed and replaced.	95%	In progress	Mental Health & Wellbeing
					Climate Change
					Active Living
3.2.2 Plan for and supply quality public open space to meet community needs					
3.2.2.1	Complete upgrades to Memorial Square Playspace and Cororooke Open Space	The official opening for the Memorial Square Plays pace is to occur in May. Pricing estimates received for Cororooke Open Space and are being assessed.	60%	In progress	Mental Health & Wellbeing
					Panel Recommendations
					Active Living
3.2.2.2	Secure land on the former Colac High School site for future public open space	Council has acquired 2.4ha of the site, whilst the acquisition of the additional 2ha is likely to be finalised by mid-2022.	75%	In progress	
3.2.3 Provide fit for purpose accessible and well-utilised recreation, arts and community facilities and services					
3.2.3.1	Complete masterplans with four city reserves (Eastern Reserve, Western Reserve, Lake Oval and Central Reserve) to provide direction for facility upgrades and improvements	Draft concept masterplans for each reserve have been presented to key user groups in order to receive feedback. This feedback will be considered and incorporated into the documents as appropriate, before the final draft City Reserves Masterplan is considered by Council seeking support to be placed on public exhibition.	65%	In progress	Mental Health & Wellbeing
					Panel Recommendations
					Active Living
3.2.3.2	Implement oval lighting upgrades at five sporting reserves, being Alvie, Birregurra, Gellibrand, Irrewillipe and Warrowie recreation reserves	Works have commenced onsite at Birregurra. Alvie, Gellibrand, Warrowie and Irrewillipe Recreation Reserves: contract were approved at the February 2022 Council meeting with works having commenced onsite. Contract variation approved by	50%	In progress	Mental Health & Wellbeing
					Active Living

Theme Three – HEALTHY AND INCLUSIVE COMMUNITY

		the State Government funding agency allowing for an upgrade from 100 lux to 150 lux, which is within existing budget.			
3.2.6 Promote and demonstrate gender equity					
3.2.6.1	<i>Develop and implement the Gender Equity Plan.</i>	The Gender Equality Action Plan (GEAP) was approved and implemented by 31 March 2022 in accordance with the Gender Equality Act 2020. The GEAP was submitted successfully to the Commission for Gender Equality in the Public Sector by 31 March 2022.	100%	Completed	<div>Mental Health & Wellbeing</div> <div>Preventing Violence</div> <div>Gender Equity</div>
3.3 We are a safe, equitable and inclusive community					
3.3.1 Support stakeholders such as Colac Area Health, Great Ocean Road Health, Barwon Health, Hesse Rural Health, Headspace and other community groups to improve mental health and wellbeing in our community					
3.3.1.1	<i>Support Colac Area Health's advocacy for a Headspace facility in Colac</i>	Council was a partner to a successful consortium application to government for a Headspace facility in Colac. Council is now a member of the consortia committee put in place to oversee the establishment of the facility.	100%	Completed	<div>Mental Health & Wellbeing</div> <div>Preventing Violence</div> <div>Active Living</div>
3.3.2 Support relevant stakeholders to improve healthy eating and living in our community					
3.3.2.1	<i>Conduct an EOI for a private operator to open a café facility in Bluewater that provides health eating options</i>	An Expression of Interest process for the lease of cafe services at Bluewater is expected to be finalised in the fourth quarter of 2021/2022.	25%	In progress	
3.3.3 Diversity is embraced					
3.3.3.1	<i>Conduct community consultation to understand community views and perceptions on the future of Councils Australia Day Events</i>	Community consultation is complete with community feedback presented to the October 2021 Council Meeting.	100%	Completed	

Theme Three – HEALTHY AND INCLUSIVE COMMUNITY

3.3.4 Deliver a Reconciliation Action Plan in consultation with Eastern Maar Aboriginal Cooperative					
3.3.4.1	<i>Complete Reflect Action Plan in partnership with local Aboriginal community, ensuring it includes a specific section for the early years</i>	Application lodged with Reconciliation Australia to prepare a Reconciliation Action Plan (RAP). Desktop analysis of Council's current reconciliation activities as they apply to Reconciliation Australia's RAP templates have been completed, and RAP working group about to be re-invigorated.	25%	In progress	<div>Mental Health & Wellbeing</div> <div>Preventing Violence</div>
3.3.5 Provide community safety services that enhance the liveability of our shire					
3.3.5.1	<i>Commence a campaign to highlight the positive aspects of Council's compliance activities</i>	An audit of the main compliance issues has been done with the Local Laws team, as well as a web review. Compliance letters were reviewed and it was suggested a line offering people advice if they were experiencing financial issues was included.	70%	In progress	
3.3.6 Support health, enforcement and other services to support initiatives to reduce all forms of violence					
3.3.6.1	<i>Raise awareness about gender equity by displaying flags in Murray Street as part of the 16 Days of Activism Against Gender-Based Violence, and partner with other agencies to support events during this period</i>	Project complete. Council purchased flags to display in Murray Street as part of the 16 Days of Activism Against Gender-Based Violence. The flags went on display during November and December 2021, and were accompanied by awareness raising and publicity to promote discussion about gender equity in the community. Council has also partnered with Colac Area Health to support a community walk and event.	100%	Completed	<div>Mental Health & Wellbeing</div> <div>Preventing Violence</div> <div>Gender Equity</div>

Theme Four – HIGH PERFORMING COUNCIL

4.1 We commit to a program of best practice and continuous improvement

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.1.1 Identify and embrace best practice and modernise systems to realise efficiencies					
4.1.1.1	<i>Upgrade to a modern cloud based phone system for access to enhanced features, improving reliability, security, scalability and accessibility from anywhere, including during an emergency, whilst delivering a seamless customer experience</i>	<p>Project rollout delays have been occurring due to porting issues from current phone provider to new phone provider. These issue have now been resolved with current provider and we are awaiting confirmation of a porting date to be accepted.</p> <p>The new Contact Centre configuration is being reviewed by the Customer Service Team to ensure readiness for rollout. Reference help guides for staff to refer back to are being finalised in readiness for rollout.</p> <p>Handsets have been setup and ready for rollout.</p> <p>The IT Team have been using the new phone client software during testing phase in readiness for rollout.</p> <p>The Communication team have drafted a notification for the public of potential telephone down time during the porting period. Communications will be released once porting date has been confirmed.</p>	40%	In progress	
4.1.1.2	<i>Investigate and scope further cyber security and data protection measures to provide continued protection and compliance for council systems</i>	<p>Continuing works with Working with Municipal Association of Victoria (MAV) vendor proof point to implement Domain Based Message Authentication Reporting and Conformance (DMARC) to strengthen email security.</p> <p>The IT Team are reviewing current endpoint solution and trialling other solutions available in the market.</p> <p>A project commenced to undertake a Security Risk Profile Assessment (SRPA) to determine Councils information security risks. This will be completed alongside the Protective Data Security Plan required to be submitted to OVIC 30 August 2022.</p>	(Ongoing)	In progress	

Theme Four – HIGH PERFORMING COUNCIL

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.1.1.3	<i>Upgrade conference rooms to modern meeting technology</i>	Vendor has been selected via RFQ process and equipment ordered. Current ETA for arrival of hardware on order is September 2022. Worldwide hardware shortages due to the pandemic are delaying this project as equipment is in huge demand across the world. Works to install, configure, setup and test currently available equipment is scheduled for 10th May.	20%	In progress	

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.1.2 Digital transformation to improve customer experience and interactions with community					
4.1.2.1	<i>Develop online process for Public Event Permit applications</i>	Work has commenced to set-up an online application process.	25%	In progress	
4.1.2.2	<i>Develop online process to submit new animal registrations (Cats and Dogs) through Councils website</i>	The Online Animal registration facility project has been implemented. It was made available to the public in August 2021. This facilitates efficient management of the registration of new animals and the re-registration of existing animals. Instead of all new registrations being required to be made at the Council office, or sent to the Council office for processing by Council staff, customers can now enter their own registration details.	100%	Completed	
4.1.2.3	<i>Develop online process to submit 'Request forms' through Council's website</i>	The online 'Submit a Request Form' has been developed and is now available on Council's website. The form was published online in October 2020 but was integrated with Merit CRM in July 2021. Any future improvements to this process will be completed under business as usual functions.	100%	Completed	

Theme Four – HIGH PERFORMING COUNCIL

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.1.2.4	<i>Deliver an online self-assessment tool for small business to establish their permit requirements through the Better Approval process</i>	An online small business permit self-assessment tool went live on Council's website in September 2021.	100%	Completed	

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.1.3 Building and Planning services are customer and solution focussed					
4.1.3.1	<i>Introduce customer survey for planning and building related services</i>	A survey was introduced in March 2022 for completion by planning permit applicants upon the issue of a decision on planning permit applications. The results of the survey will be reviewed periodically to inform service improvements.	100%	Completed	
4.1.3.2	<i>Prepare report on expanding the scope of applications suitable for VicSmart approval</i>	Council has been successful in attracting funding support from the Department of Environment Land Water and Planning for the engagement of a consultant to review the opportunity of expanding the range of planning permit applications that could be assessed as Vicsmart (with a more streamlined approval pathway).	25%	In progress	
4.1.4 Undertake a rolling program of service reviews					
4.1.4.1	<i>Conduct a service review of Services and Operations</i>	The 2021-22 budget has \$120k allocated for service reviews of Service and Operations and Colac Regional Saleyards, to be undertaken in quarter four.	0%	Not started	
4.1.4.2	<i>Conduct a service review of Colac Regional Saleyards</i>	The 2021-22 budget has \$120k allocated for service reviews of Service and Operations and Colac Regional Saleyards, to be undertaken in quarter four.	0%	Not started	

Theme Four – HIGH PERFORMING COUNCIL

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.2 We are a financially robust organisation					
Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.2.1 Plan for sustainable portfolio of assets to deliver the services the community needs within our financial constraints					
4.2.1.1	<i>Capital Funds Allocation and Prioritisation Policies adopted.</i>	A Draft Capital Works Prioritisation Policy was placed on public exhibition over September and October 2021. Council is preparing revisions to the draft policy for presentation and adoption at a future Council meeting.	80%	In progress	
4.2.2 Adopt a policy and approach to guide the disposal of assets no longer required					
4.2.2.1	<i>Capital Funds Allocation and Prioritisation Policy adopted</i>	A Draft Capital Works Prioritisation Policy was placed on public exhibition over September and October 2021. Council is preparing revisions to the draft policy for presentation and adoption at a future Council meeting.	80%	In progress	
4.2.4 Council businesses maximise community utilisation and minimise council subsidy ratios					
4.2.4.1	<i>Conduct a service review of Colac Regional Saleyards</i>	The 2021-22 budget has \$120k allocated for service reviews of Service and Operations and Colac Regional Saleyards, to be undertaken in quarter four.	0%	Not started	
4.2.5 Financial and risk management practices are responsible and sustainable					
4.2.5.1	<i>Review Revenue and Rating Policy</i>		90%	In progress	
4.2.5.2	<i>Review Council's Investment Policy</i>	Review of Council's Investment Policy will commence in quarter four.	0%	Not started	

Theme Four – HIGH PERFORMING COUNCIL

4.3 We provide exceptional customer service

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.3.1 Council service delivery is efficient, accessible, solution-focused and responsive to the needs of the community					
4.3.1.1	<i>Undertake engagement with our coastal communities to better understand factors that contribute to perceptions of Council's performance</i>	Engagement Plan has been developed and a report will be provided to an upcoming Councillor Briefing.	50%	In progress	
4.3.1.2	<i>Development of online forms and payment options to deliver accessible customer services for all customers</i>	Customers are now able to use our online payment facilities to pay their rates, debtor invoices (Home Care, Planning Permits etc), infringements, new animal registration and registration renewals. This work was completed in August 2021. The 'Submit a Request' form allows customers to report on over 30 Council services. Submissions from this form directly integrate with our Merit CRM program. This work was completed in July 2021. Continuous review and/or development of all Council forms (internal and external) is now a regular business function.	100%	Completed	
4.3.1.3	<i>Development and implementation of Customer Service Charter.</i>	Development of a Customer Service Charter has commenced.	65%	In progress	

Theme Four – HIGH PERFORMING COUNCIL

4.4 We support and invest in our people					
Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.4.1 We respect and invest in our employees and continue to strengthen our workplace culture					
4.4.1.1	Commence the development of the organisation's purpose with engagement at the team level	This work has been deferred until early 2023 due to the re-focus of resources to support the workforce through COVID-related matters including vaccinations, organisation design and recruitment demands. Workplace culture work has continued through other forums including the finalisation of Council's first Gender Equality Action Plan.	0%	Not started	Mental Health & Wellbeing
4.4.2 We commit to safe work practices and take a positive approach to our work					
4.4.2.1	Review Council's safety programs against best practice using the National Audit Tool	Gap analysis underway. This will be finalised by the OH&S and Risk Officer position when filled.	60%	In progress	
4.4.2.2	Implement the actions of the Prevention of Sexual Harassment Plan	Majority of the actions outlined in the prevention of sexual harassment plan have been completed and final actions will be completed by 30 June 2022.	90%	In progress	Mental Health & Wellbeing Preventing Violence Gender Equity
4.4.3 Develop a skilled and diverse workforce by investing in training and development.					
4.4.3.1	Investment in leadership programs across the organisation to create internal pathways for career progression, development and succession planning	The Senior Leadership Team participated in a Leadership Program in the second half of 2021. The program was designed to identify and support individual professional development.	Ongoing	In progress	Mental Health & Wellbeing Gender Equity
4.4.3.2	Develop a Workforce Plan	The workforce plan was finalised and approved by the CEO, and implemented in December 2021.	100%	Completed	Mental Health & Wellbeing Gender Equity

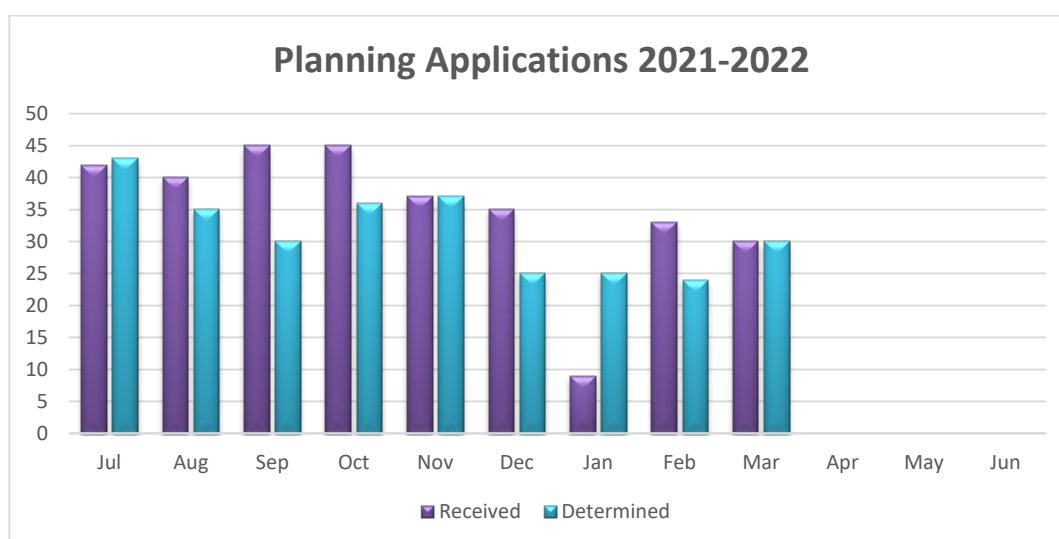
Theme Four – HIGH PERFORMING COUNCIL

Action #	Year One Annual Actions	Progress Comment	% Complete	Status	Link to Health & Wellbeing Plan
4.4.4 Council provides clear, accessible communication and opportunities for the community to participate in decisions that affect them in line with the Community Engagement Framework					
4.4.4.1	<i>Deliver training to Council staff to improve Council's community engagement practices in line with the Community Engagement Policy and Framework</i>	Training for Council staff will take place in the fourth quarter.	75%	In progress	

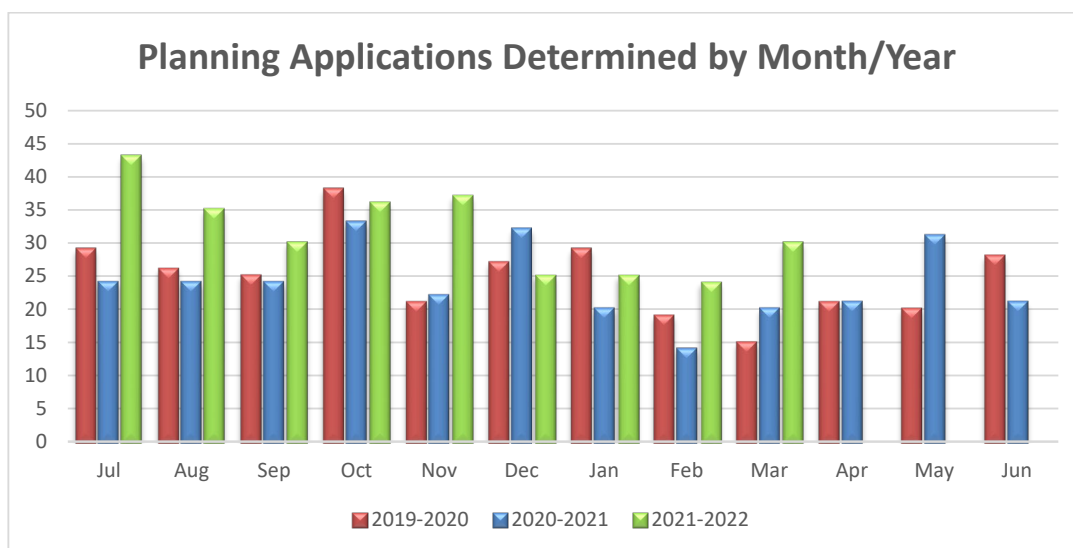
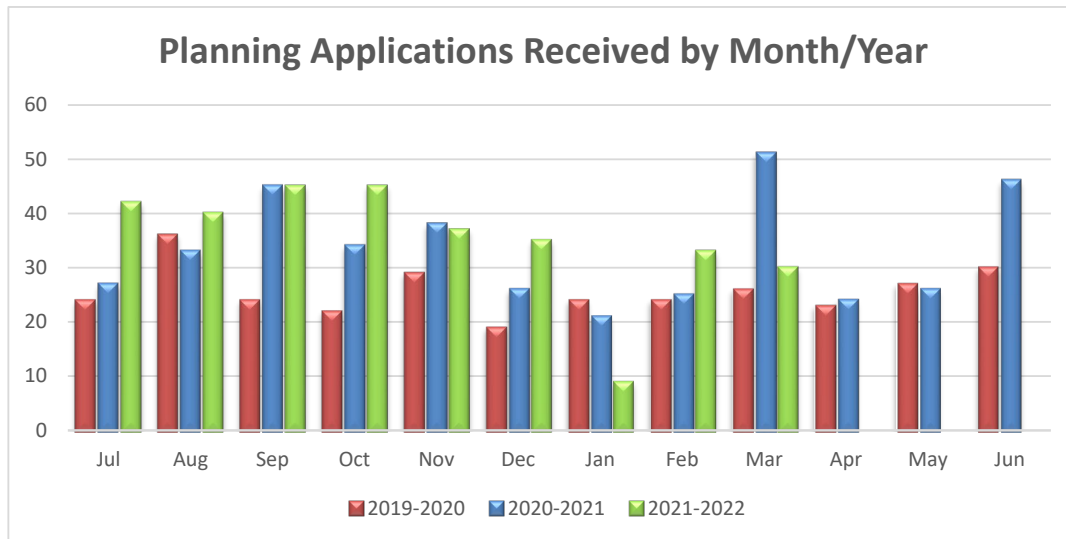
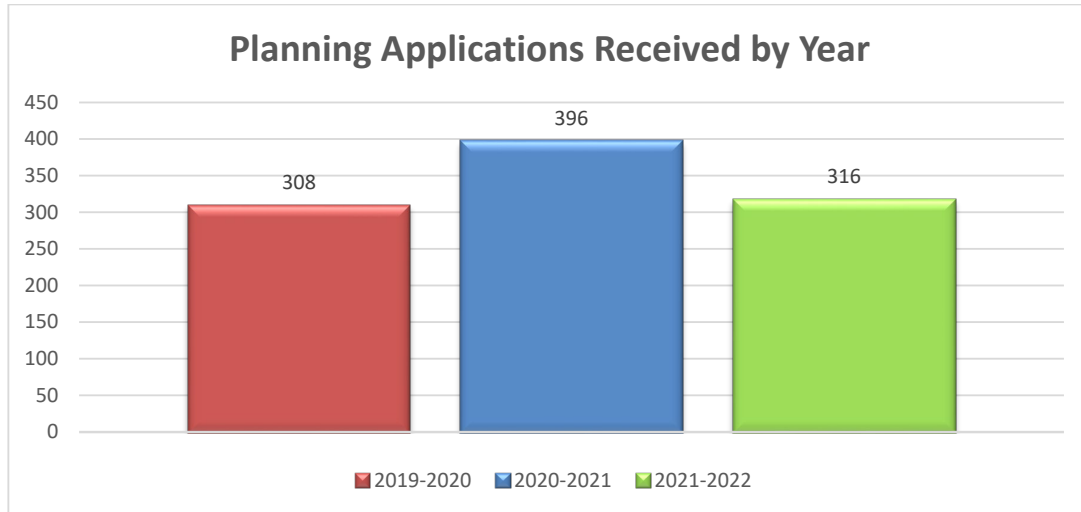
Planning Performance Report

The following is a brief summary of the performance and level of activity in Planning:

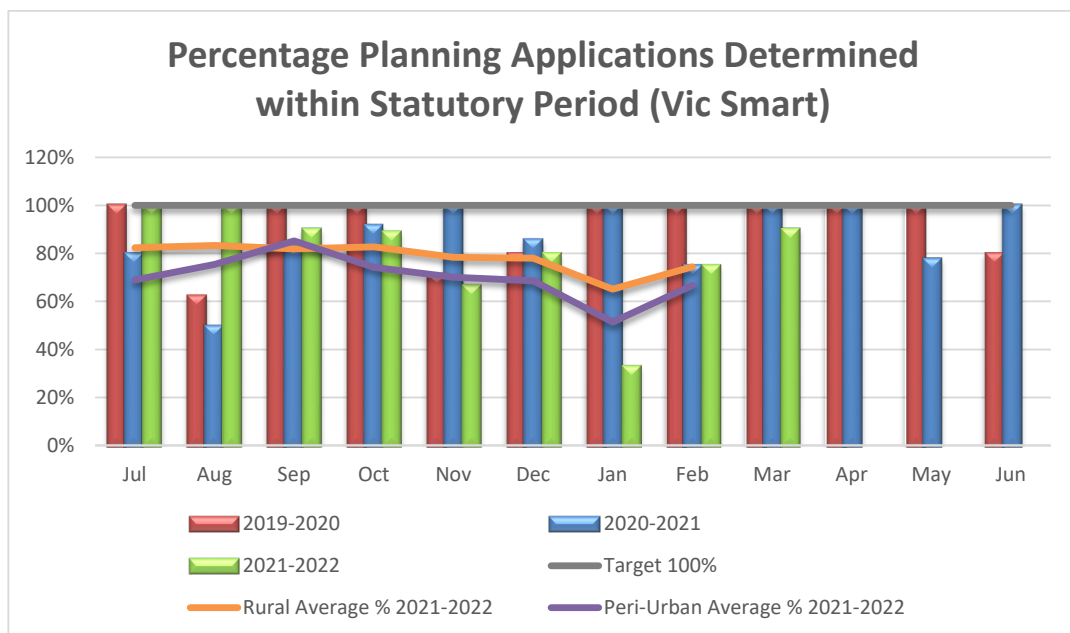
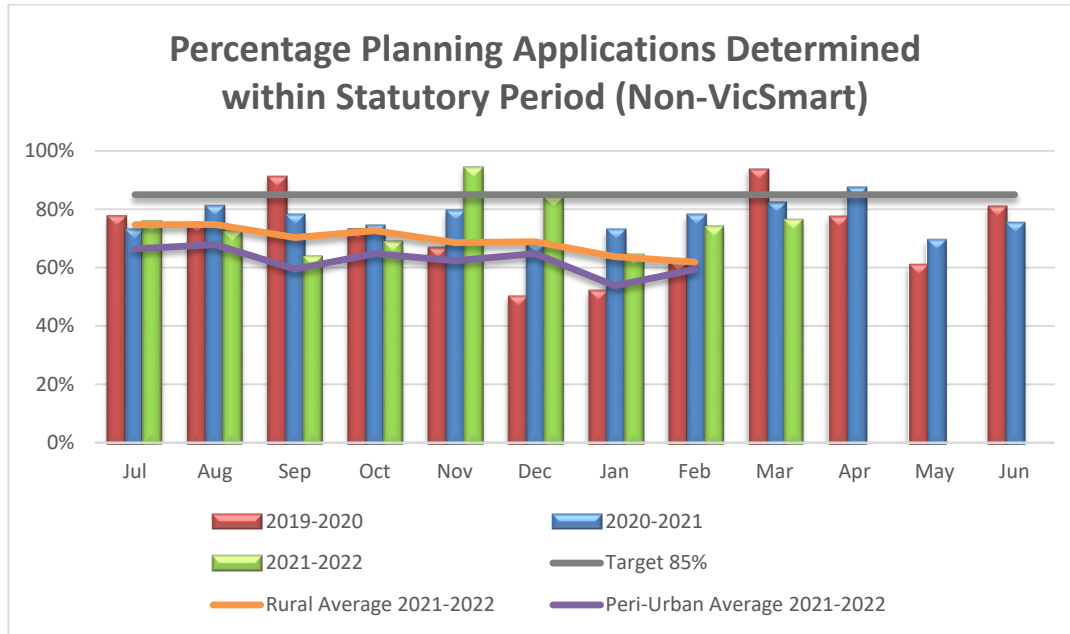
- The number of applications received in the March quarter (72) was substantially less than the 117 applications received in the December quarter, and less than the 97 applications received in the same quarter in 2021. This was heavily influenced by a very low number received in January.
- The number of applications received YTD (316) is approximately 7% higher than 2020/21 and 37% higher than 2019/20.
- The number determined in the March quarter (79) was more the number received (72), and whilst less than the 98 applications determined in the December quarter, was significantly higher than the 54 applications determined in the same quarter in 2021.
- 71% of applications were determined within the statutory 60-day period for the March quarter, down from 82% in the December quarter, although the monthly result improved to 76% in March from 61% in January.
- Similarly, 66% of Vicsmart applications were determined within 10 business days for the quarter, down from 79% in December.
- The median days for planning decisions in March of 39 was up from the very low 17.3 days in February, but remaining under the aspirational benchmark of 40 days. The median days for a decision remains much lower than the rural average or peri-urban councils.



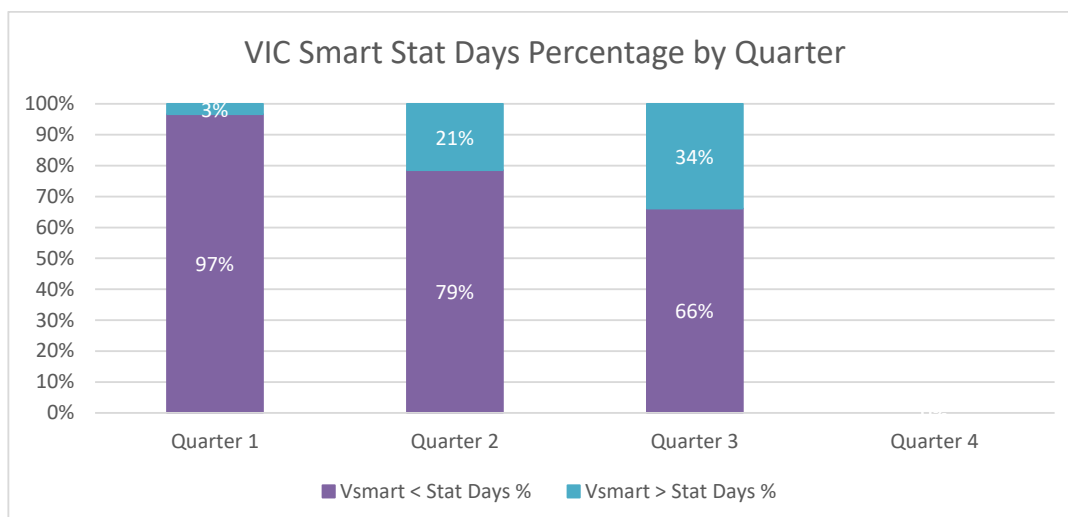
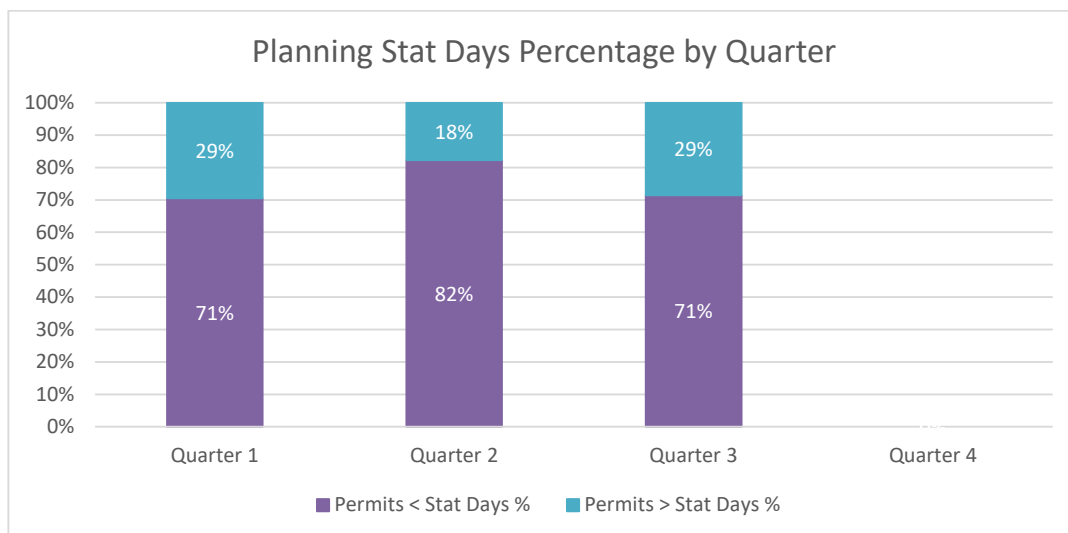
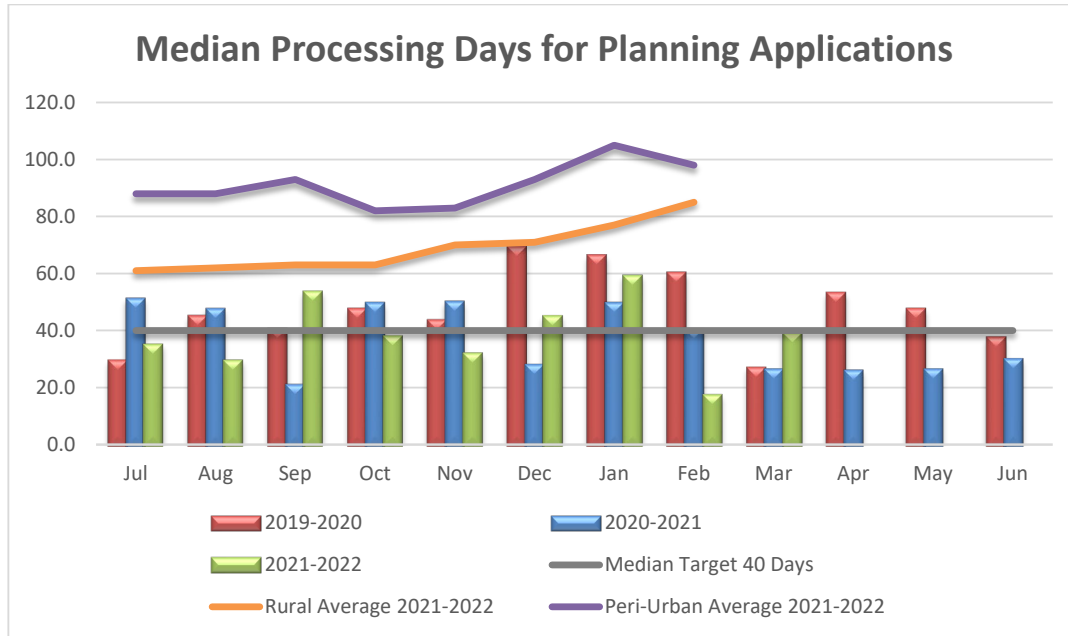
Planning Performance Report



Planning Performance Report



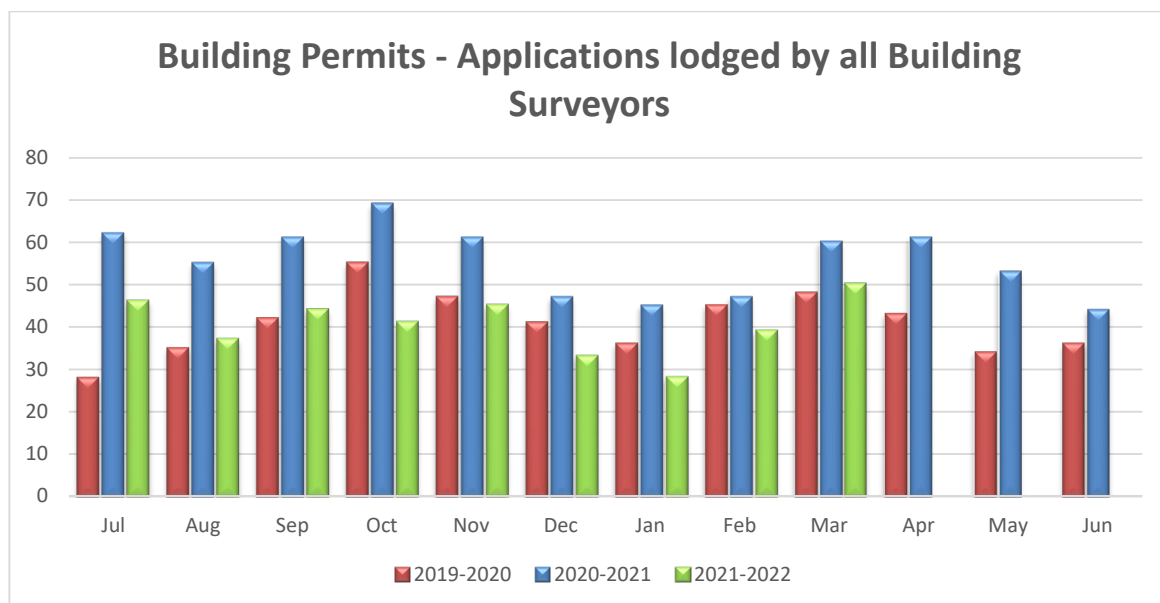
Planning Performance Report



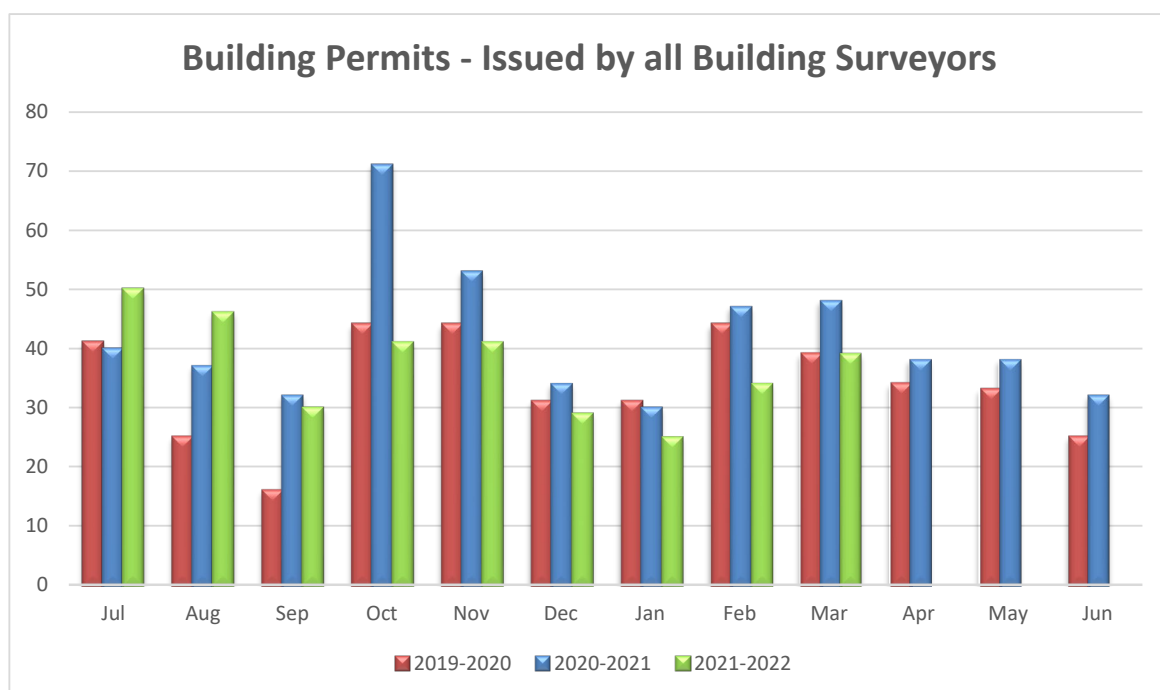
Building Performance Report

The following is commentary concerning the building permit applications:

- The number of building permit applications lodged for the quarter (118), which relates to applications processed by Council and all private building surveyors, was consistent with the 119 lodged for the previous quarter, but well below the 152 lodged for the March quarter in 2021.
- The number of permits issued by all building surveyors for the March quarter (98) was less than the 111 permits issued in the December quarter and the 125 permits issued in the same quarter in 2021, indicating a slowing of building activity in the first part of 2022 compared to 2021.

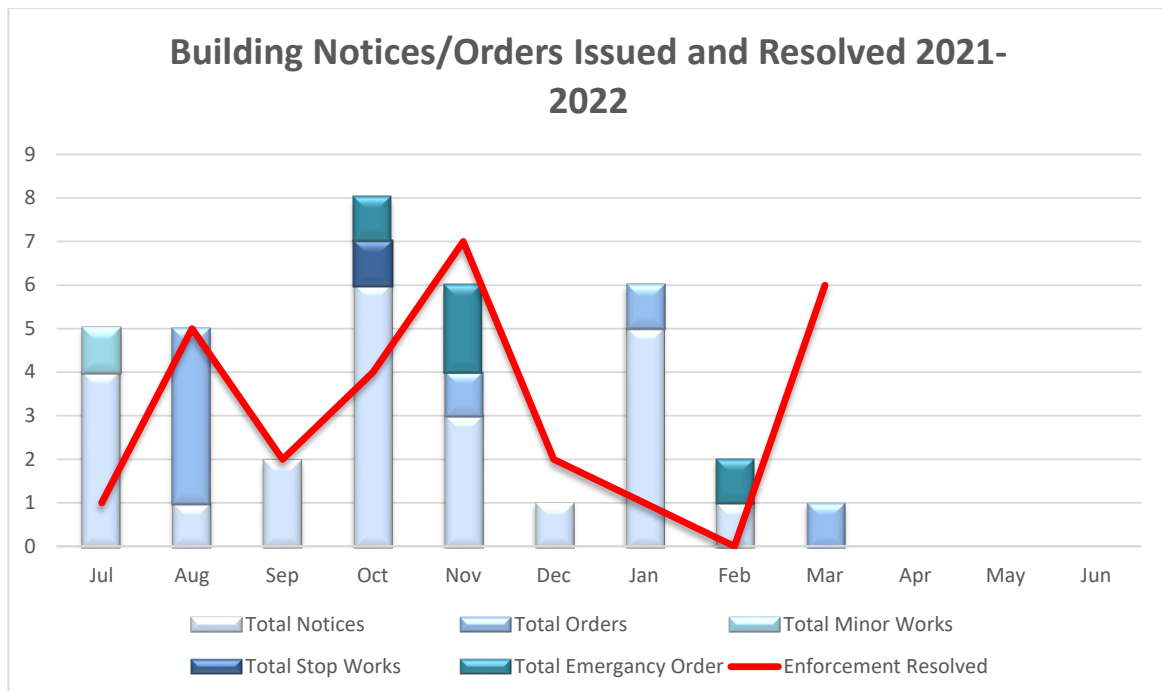
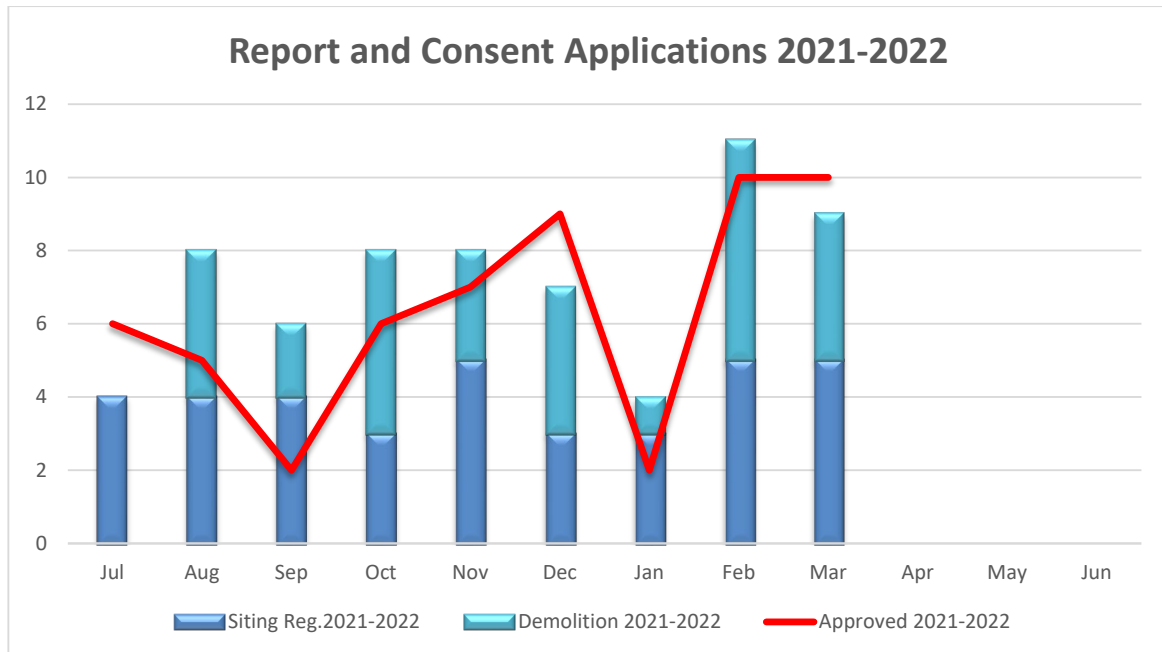


Graph one shows all building applications lodged within the Shire, with private building surveyors.



Graph two shows all building permits issued within the Shire, by private building surveyors.

Building Performance Report



Third Quarter - Major Projects Report

Project Title	Current Budget 2021-22	Spend to date 2021-22	Estimated Spend as at 30 June 2022	Comment
Chief Executive Office				
00036429 - 2020-21 Operating Project - Councillor Induction Program	0	60	-	
Chief Executive Office Total	0	60	0	
Corporate Services				
00035086 - 2018-19 Operating Projects - Pound Road records archive remediation and administration	37,968	6,100	31,868	Project commenced and on track
00035904 - 18-19 Mid Year - Opreating Projects - Docusign Implementation	0	283		
00036465 - 2020-21 Operating Project - ICT Program	204,612	-148	43,747	Significant savings on the project projected for this project.
00036991 - 2021-22 Operating Projects - ICT Officer Systems and Projects	100,000	76,515	104,713	
00036992 - 2021-22 Operating Projects - Implementation of Victorian Protective Data Security Standards (VPDSS)	20,000	1,403	15,000	Project commenced and on track.
00036993 - 2021-22 Operating Projects - Online Timesheets	60,000	0		- Project is currently on hold due to insufficient resourcing available.
00036998 - 2021-22 Operating Projects - Stage 2 - Management of Legacy Hardcopy Documents - Building and Planning	29,855	10,079	25	Project commenced and on track
00037008 - 2021-22 Operaing Project - Cyber Security - Managed Service - Detection and Reponse & Penetration Testing	115,000	109,826	109,826	
Corporate Services Total	567,435	204,058	305,179	
Development and Community Services				
00034111 - 2016-17 Major Project - Apollo Bay Harbour Expresion of Interest	0	0		
00034870 - 2017-2018 - Small Town Improvement Programme (STIP) - Apollo bay Memorial Options Plan	7,000	0		- Pending CIP recommendations regarding memorial location options.
00035103 - 2018-19 Operational Projects - Apollo Bay Harbour Precinct Development Plan	0	3,185	5,000	ARUP have submitted final Business Case. Expect to brief EMT in March. Requires budget allocation.
00035905 - 18-19 Mid Year - Opreating Projects - Former Colac High School Site Master Plan	15,457	5,630	9,000	Land purchased and acquired to north of high school site being transferred to Council. Waiting on VSBA to finalise the Specialist School master plan to determine available remaining land.
00035908 - 18-19 Mid Year - Operating Projects - Colac Civic Precinct Plan	125,863	9,401	76,031	Draft master plan in development.
00035910 - 18-19 Mid Year - Operating Projects - Revised Erosion Management Overlay Mapping	3,226	11,230	12,000	Amendment adopted 23 February and forwarded to Minister for approval.
00035950 - 2019-20 Operating Projects - ICT - ePlanning - Public Portal	41,187	0		- Project carried forward from 2020/21 due to need for broader Authority Citizen Portal requirement as prerequisite. Will not be spent. Can be reallocated in budget.
00035968 - 2019-20 Operating Projects - Domestic Wastewater Management Plan Review	9,125	9,825	10,325	Consultant has completed draft plan, and engagement has occurred with the water authorities. Report to April Council meeting for public exhibition.
00035974 - 2018-19 Major Project - Colac West Development Plan	0	17,575	30,000	Shared Infrastructure Plan still being finalised and will require engagement with land owners prior to Council decision.
00036241 - 2018-19 Operating Project - Apollo Bay Community Infrastructure Plan	36,933	42,315	94,773	Consultant currently finalising draft CIP report. Due to be considered by Council in April for public exhibition.
00036356 - 2019-20 Major Project - J Barrys Road Industry Development Plan	41,312	13,630	41,312	Consultant finalising drainage and traffic management consultant reports & have engaged Mesh to prepare a shared infrastructure funding plan.
00036385 - 2019-20 Operating Project - OBRT Risk Assessments	0	4,125	4,125	Initial risk assessments were carried out over 2019/20.Two additional risk assessments had to be carried out in 2021 after two new private properties were identified on the OBRT that previously didn't have licence agreements.
00036430 - 2020-21 Operating Project - Forrest MTB Revitalisation RDV/Council	750,000	8,050	600,000	Branding Project Complete Construction contract with Dirt Art signed and trail construction works start on Tues 19 April 2022.
00036434 - 2020-21 Operating Project - Preparation Municipal Public Health & Wellbeing Plan	27,926	0	-	
00036436 - 2020-21 Operating Project - Colac City Reserves Master Plans (Western Reserve, Eastern Reserve, Lake Oval, Central Reserve)	80,000	42,500	83,500	Plans have been presented to tenant clubs as part of a workshop to gather informal feedback, and have also been emailed out to clubs to provide an opportunity for further written informal feedback. Following this, plans will be amendedin preparation for a Council briefing in approximately May.
00036438 - 2020-21 Operating Project - SpendMapp - Regional Spend Data to evaluate Local Economy, Events, Visitor habits etc	15,000	10,000	10,000	
00036439 - 2020-21 Operating Project - Apollo Bay Early Years Hub - Council Contribution	500,000	0	360,000	Resolution to sell passed in Feb 2022. Method of sale currently being determined. MCH contribution amount is now known. Invoice pending. Will hold payment until defects rectified.
00036440 - 2020-21 Operating Project - COS Central Enrolment for Kindergarten	60,000	0		- Stage 2 component of project not proceeding
00036442 - 2020-21 Operating Project - Development of the Council Plan 2021-2025	9,200	0	6,000	

Third Quarter - Major Projects Report

Project Title	Current Budget 2021-22	Spend to date 2021-22	Estimated Spend as at 30 June 2022	Comment
00036471 - 2020-21 Operating Project - Community Vision Plan	2,000	1,365	1,365	
00036596 - 2020-21 Operating Project - Local Planning & Change Management Grant	21,094	0	-	The grant has been acquitted, as the core project was delivered. This remaning money has been set aside to contribute to early years infrastructure planning, Project has been on hold due to other priorities.
00036664 - 2020-21 Major Project - Amendment C106 - Heritage Overlay	9,320	1,515	3,000	Amendment adopted and complete. Awaiting Minister approval.
00036665 - 2020-21 Operating Project - Transition of Library Services	200,286	-40,063	-	Budget to be reviewed and updated to reflect agreements and arrangements for the transfer of the CRLC to the GRLC.
00036735 - 2020-21 - Operating Project - Amendment C109cola 10 Drapers Road, Colac East - Signage Amendment	0	285	285	
00036747 - 2020-21 Operating Project - Amendment C111cola 520 Corangamite Road, Cororooke	0	501	500	Income of \$15,346 being received 21/22. Balance not required to be carried forward.
00036749 - 2020-21 Operating Project - Amendment C110cola - Cressy Restructure Plan Overlay Amendment	0	5,443	5,443	Land owner has sold land - not proceeding weith amendment.
00036935 - 2020-21 Operating Project - Eastern Reserve - Baseball Batting Cage	0	3,690	3,690	On hold while the City Reserves masterplanning process is completed.
00036966 - 2020-21 Operating Project - MCH - Workforce Support Grant	10,000	12,181	10,000	No further expenditure expected.
00036980 - 2021-22 Operating Project - Colac Chamber of Commerce Contribution	10,000	0	10,000	Council resolution request a MOU is signed with the Chamber before funds are awarded. MOU not currently in place.
00036981 - 2021-22 Operating Project - Apollo Bay Chamber of Commerce Contribution	5,000	0	5,000	Council resolution request a MOU is signed with the Chamber before funds are awarded. MOU not currently in place.
00036982 - 2021-22 Operating Project - Apollo Bay, Skenes Creek and Marengo Community Infrastructure Plan	25,000	0	25,000	Consultant currently finalising draft CIP report. Due to be considered by Council in May for public exhibition.
00036983 - 2021-22 Operating Project - Bruce Street Land Sale	10,000	0	-	EOI for sale process has ended and report to May Council meeting to accept preferred bid.
00036985 - 2021-22 Operating Project - Planning Scheme Amendments (inc. Cutting Red Tape Amendments)	40,000	0	-	
00036986 - 2021-22 Operating Project - Deans Creek Precinct Structure Plan (Multi-year Project - Year 1)	400,000	37,730	100,000	VPA \$150k funding received. Project governance & scope being finalised and project commenced.
00036994 - 2021-22 Operating Project - Planning Scheme Amendment Birregurra Flood Study	50,000	11,025	50,000	Panel to hear submissions April/May.
00036996 - 2021-22 Operating Project - RDV Digital Connectivity Program Grant Match	330,000	19,084	200,000	Pt 1 - Digital Capacity & Gap analysis project 75% complete. Pt 2 - Small business skill project released for business recruitment
00037002 - 2021-22 Operating Projects - Fit out of Apollo Bay Kindergarten	80,000	18,428	30,298	Most essential equipment required now purchased and in situ. Remaining works include external garden and nature strip finishes.
00037005 - 2021-22 Operating Projects - Key Worker Housing Study Implenentation	10,000	10,000	10,000	Contribution to regional project paid and project commenced. Consultant currently undertaking stakeholder engagement and data gathering.
00037084 - 2020-21 Operating Project - Forrest MTB Revitalisation DELWP	180,000	260	-	Construction contract with Dirt Art signed and trail construction works start on Tues 19 April 2022.
00037090 - 2021-22 Operating Project - Lake Oval Electronic Scoreboard (Local Sports Infrastructure Fund)	0	27,089	80,000	Works have commenced onsite.
00037091 - 2021-22 Operating Project - Local Government Business Concierge & Hospitality Support Program	120,000	32,576	32,576	Complete - Grant aquital being prepared. Budget adjustment required.
00037171 - 2021-22 Operating Project - Planning Scheme Amendment - Irrewillipie Road / Harris Road	0	6,967	20,000	Private planning scheme amendment - funds required to advise Council on development contributions. Budget adjustment required to recognise fees to be paid to Council.
00037281 - 2021-22 Operating Project - Social Housing Plan	0	2,000	2,000	Contribution to G21 social housing project.
00037482 - 2021-22 Operating Project - Outdoor Activation Fund	0	105,230	300,000	Budget adjustment required to recognise grant received.
00037443 - Operating Projects - Family Day Care Marketing Campaign	0	187		
00036963 - 2020-21 Operating Project - Amendment C114colac Park Avenue, Apollo Bay	0	660		

Third Quarter - Major Projects Report

Project Title	Current Budget 2021-22	Spend to date 2021-22	Estimated Spend as at 30 June 2022	Comment
Development and Community Services Total	3,224,929	433,619	2,231,223	
Environment and Infrastructure Services				
00034505 - Major Project - (16/17 Half Year Adj) - Asset Management Plan	0	0		
00035012 - Roadside Weeds & Pests Management Project	15,411	30,069	45,569	Spend is attributed to Envionrmental noxious weed program for 2021/22, additional income received.
00035090 - 2018-19 Operating Projects - Alvie Landfill Audit Recommendations Implemenation	0	0		
00035095 - 2015-16 Major Project - Birregurra Stormwater Drainage Strategy	38,600	5,455	38,600	Submissions to be heard by a Panel April/May.
00035097 - 2018-19 Operating Project - Apollo Bay Township and Foreshore Masterplan (Use WO 36241)	0	49,768	0	Expenditure to be journalled to correct Work Order.
00035102 - 2018-19 Operating Projects - Memorial Square Toilet Design (Masterplan Implementation)	0	6,906	23,906	Plan to be presented to Council meeting in April.
00035911 - 18-19 Mid Year - Opreating Projects - Development of Public Toilet Strategy	0	23,475	29,684	Consultation feedback being prepared for Council briefing.
00035949 - 2019-20 Operating Projects - ICT - Works Management System	30,000	0	30,000	Project being scoped due for delivery by end of Q4 2021/22 (March). Hardware orders pending.
00035954 - 2019-20 Operating Project - City Deal Project - Apollo Bay Harbour Redevelopment	3,753,326	1,253,341	2,693,121	Detail designs are being finalised for the replacement depot, civil works and prominade. Design work for the fishermens Co-Op has commnced the architectual design of the Apollo Bay Fishermen's Co-Op.
00035959 - 2019-20 Operating Projects - Kerbside Collection & Transfer Station Operations Contract Preparation	0	534	534	
00036443 - 2020-21 Operating Project - Services & Operations Bring Your Own Device (Phone)	11,087	10,330	11,087	Currently in place and on track
00036445 - 2020-21 Operating Project - Grant Preparation / Detailed Design	44,000	32,437	44,000	Elliminyt Recreation Reserve Pavilion scoping and Winifred Nance Kindergarten Playspace Design to funding ready. Winifred Nance complete - ready for Building Blocks funding. Elliminyt pavilion awaiting advice from consultants regarding suitability of current pavilion for redevelopment, prior to preparing constructon cost estimate and scope of works including staging. Geotech underway.
00036468 - 2020-21 Operating Project - Recurrent Access and Compliance Works - Public Spaces and Facilities	13,870	2,085	2,085	
00036507 - 2019-20 Operating Project - City Deal Project - Great Ocean Walk Stage 1 Wild Dog to Skenes Creek	530,924	432,364	936,362	The Skenes Creek trail project is nearing completion of detail design. Planning and permit approvals are progressing. Geotech has been completed. Flora and Fauna study has been completed. Issues around defining offsets is being addressed. Solutions to be compliant with the protection of the hooded plover are being developed. EPBC application has been submitted. A cultural and heritage study lead to a requirement for a complex Cultural And Heritage plan. This work has been completed and awaiting approval. Construction cost estimates indicate that the budget is not sufficient to build the designed plan.Options for a partial build are being developed. The schedule to have a working toilet by 1/11/2022 is no longer achievable as result of the proposal to use the carvan park site for a public toilet and wastewater treatment.
00036508 - 2019-20 Operating Project - City Deal Project - Infrastructure Improvements Kennett River	404,017	309,429	827,534	Detail design nearing completion. Planning permits and studies required for planning permits progressing. Draft Marine and Coastal Act application has been submitted to GORCAPA, however has been placed on hold pending a likely variation due to a proposal to use the caravan park site for a public toilet and treatment of waste water. Planning has been deferred pending a feasibility to use the caravan park for siting the toilet and shared use of the waste water treatment plant.
00036526 - 2019-20 Operating Project - City Deal Project - Contractor Suspense (To be Journaled each month)	0	2,476		This account is journalled, with expenditure transferred to each project.
00036933 - 2020-21 Operating Project - Waste Strategy and Policies	0	14,400	14,400	Expenditure to be journalled to correct Work Order.
00036984 - 2021-22 Operating Project - Closed Landfill Aftercare Management Plan, Landfill Gas and Groundwater Investigation	135,000	0	72,630	Technical specification complete. RFQ released and contract to be awarded with approximatly 50% of the works completed by 30 June.
00036988 - 2021-22 Operating Project - Kerbside Reform-Compulsory Fourth Glass Bin	450,000	416,701	416,701	This project has been funded from the landfill reserve.

Third Quarter - Major Projects Report

Project Title	Current Budget 2021-22	Spend to date 2021-22	Estimated Spend as at 30 June 2022	Comment
00036989 - 2021-22 Operating Project - Hardwaste Collection	240,000	0	240,000	Work on this project is to be Q4 2021/22 Delivery options to be presented to EMT Mar 2022
00036990 - 2021-22 Operating Project - Kitchen Caddy and Liners	87,000	28,147	46,807	Project forms a part of the waste transition plan and is currnetly on track as a part of the fourth bin rollout. Further expenditure expected Q4
00036995 - 2021-22 Operating Project - Services and Operations Professional Development	15,000	0	15,000	Plan in progress - Covid seriously impacting delivery at present, due for Q4
00036997 - 2021-22 Operating Project - Operational Devices, Licences and System Integration - Legislative Road Management Plan	30,000	0	0	Project is to integrate hand held devices to Asset Manageement System. On hold as devices are pending. This is identified as a carry forward project.
00036999 - 2021-22 Operating Projects - Street Name Sign Replacement	10,000	0	10,000	Street signs identified orders placed project to be completed by May 2022 - Orders Placed
00037000 - 2021-22 Operating Projects - Township Tree Planting Program	45,000	0	45,000	Candidate Streets identified , stock to be odered for Late Autum Planting. Briefing to Council in May.
00037001 - 2021-22 Operating Projects - Waste Transfer Station Upgrades for Glass Separation	150,000	12,627	125,000	Project currently being delivered. Works commenced at Alvie and planned improvements for Apollo Bay due May 2022 - Necessary permits are pending
00037003 - 2021-22 Operating Projects - Design and Scoping Programme - Funding Ready V2	5,000	5,714		Relates to 6 projects
00037004 - 2021-22 Operating Projects - Nimblex - Project management Module	22,000	0	0	The ongoing costs are significantly higher than the original estimate therefore project recommendation to not proceed while other options are explored.
00037006 - 2021-22 Operating Projects - VMS Board Contribution	8,050	0	8,050	Awaiting further advice from Road Safe Otway regarding VicPol / Corangamite contribution.
00037007 - 2021-22 Operating Project - Meeting Colac Otway Shire Council's Carbon Neutral 2020 Target	26,000	0	26,000	Independent third party verification against national standards for carbon neutrality is in its final stages. Verification is due to be completed by mid to late May 2022 and offsets to be purchased and finalised shortly after.
00037089 - 2021-22 - Operating Projects - Transfer Station Transition	223,656	30,500	100,000	Project currently being delivered. Works commenced at Alvie and planned improvements for Apollo Bay due May 2022 - Necessary permits are pending
00037181 - 2021-22 Operating Project - Fleet - Field Staff Communications Lone Worker	0	68,617	68,173	Expenditure to be journalled to correct Work Order, as this project to be funded from plant reserve.
00037284 - 2021-22 Operating Projects - Kennett River Wetlands Maintenance Project	0	669	0	Works delivered from maintenance program.
00037304 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Bike Park BMX Jump Path - Feasibility Study	10,000	0	0	Subject to 22/23 business case due to insufficient funds for project scope. Not expecting any expenditure this financial year.
00037305 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Lake Colac Perimeter Pathway Feasibility Study	60,000	5,892	60,000	Data package complete and consultant brief distributed, RFQ closes end of April.
00037306 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Maternal & Child Health Centre Extension	15,000	1,980	15,000	Preferred option determined, viability of project TBC considering higher than antcipated construction cost estimates.
00037307 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Wild Dog Road Landslips	70,000	0	70,000	Funds to be directed to design work for urgent landslip sites as part of recovery response.
00037308 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Duck Creek Bridge Flood Study	30,000	1,012	30,000	Survey scheduled. EMAC consulted and awaiting due diligence quotes. Geotech yet to commence.
00037309 - 2020-21 Operating Project - Grant Preparation / Detailed Design - Hart Street Pedestrian Crossing	20,000	0	20,000	Scoping and design underway to prepare for TAC funding.
Environment and Infrastructure Services Total	6,492,941	2,744,928	6,065,243	
Total	10,285,305	3,382,665	8,601,645	

Attachment 10.4.1 Quarterly Performance Report - January to March 2022

Capital program report @ 31 March2022				
Project Title	Current Budget 2021-22	Spend to date 2021-22	Estimated Spend as at 30 June 2022	Comment (Mitigation)
Active Reserves Programme				
00035814 - 2018-19 - Capital Works - Western Reserve Oval Reconstruction and Lighting	0	12,492	14,799	These costs relate to investigation relating to concerns with the drainage performance.
Active Reserves Programme Total	0	12,492	14,799	
Bridges Programme				
00034802 - 2016-17 Capital Works - Bridge Renewal Programme - Pearces Access Bridge (CS047) Replacement	0	0		
00034804 - 2016-17 Capital Works - Bridge Renewal Programme - Skenes Creek Valley Road (Howells) Bridge (CS074) Replacement	0	0		
00036158 - 2019-20 Capital Works - Bridge Programme - Forest St Bridge Widening	0	320	320	
00036839 - 2020-21 Capital Works - Bridge Renewal Programme - King Track	1,890,000	45,029	1,101,471	Contract awarded, works progressing well.
00037280 - Bridge Rehabilitation Programme - Pearces Access Crossing, Apollo Bay	0	6,057	307,277	Contract awarded, works expected to commence prior to end of financial year
Bridges Programme Total	1,890,000	51,406	1,409,068	
Building Programme				
00031855 - Budget Work Order - Building Renewal Programme	160,867	0		
00031907 - Building Renewal Programme - Pirron Yallock Recreation Reserve Clubrooms	0	0		
00034796 - 2017-18 Capital Works - Building Renewal Programme- Library Annexure	0	0		
00035072 - 2018-19 - Capital Works - Forrest Caravan Park Waste Water Upgrade	226,909	10,290	25,000	Application submitted to EPA to allow construction to commence.
00035543 - 2018-19 Capital Works - Building Renewal Programme - Gellibrand Neighbourhood House	47,500	26,589	58,000	Works underway.
00035556 - 2018-19 Capital Works - Building Renewal Programme - Yacht Club	0	0		
00035816 - 2018-19 Capital Works - COPACC Cinema 2 Air Conditioner Replacement	0	0		
00035999 - 2018-19 Capital Works - Building Renewal Programme - Kennett River Toilets	0	23,112		
00036718 - 2020-21 Capital Works - Building Renewal Programme - Bluewater Roof Replacement	451,048	20,429	25,000	Request for Quotations to Select Tenderers closed 1st April.
00036970 - Budget Work Order - Building Upgrade Programme	438,423	0		Spend is against individual projects below.
00037021 - 2020-21 Capital Works - Building Renewal Programme - Rae St Precinct Alarm System	0	125	5,816	Contractor engaged.
00037022 - 2021-22 Capital Works - Building Renewal Programme - Bluewater Heat Pump Replacement	20,000	19,743	19,743	Council has resolved to not proceed with this project following the conclusion of the feasibility study.
00037064 - 2020-21 Capital Works - Building Renewal Programme - Bluewater Steam Generator	0	1,320	1,320	Project Complete
00037173 - Building Renewal Programme - Winifred Nance Veranda	34,800	11,080	11,080	Project paused due to estimates exceeding available budget.
00037180 - Building Renewal Programme - COPACC EWIS	0	0	19,784	Works expected to commence in April
00037417 - Budget Work Order - Building Upgrade Programme - COPACC Cinema 2 Seat Replacement	0	28,966	30,000	Works expected to commence in April
00037418 - Budget Work Order - Building Upgrade Programme - Colac East Kinder Toilet Upgrade	0	6,933	9,149	Contracts awarded, but works planned for July to minimise impacts to Kinder (school holidays)
00037419 - Budget Work Order - Building Upgrade Programme - Wydinia Kinder Bathroom Upgrade	0	8,490	9,364	Contracts awarded, but works planned for July to minimise impacts to Kinder (school holidays)
00037464 - 2021-22 Capital Works - Building Renewal Programme - Wydinia Kinder Stormwater	0	79,922	129,600	Construction complete except for minor components to be supplied & installed
00037480 - 2021 - 2022 CAPWORKS Building Programme - Rae Street Complex Roof Compliance	0	0	35,884	Works underway
00037481 - 2021 - 2022 Capworks Building Programme - Pound Road Roof Compliance	0	0	7,856	Works underway
00037496 - 2021-2022 - Capital Works - Building Upgrade Program - Toilet Upgrades Program	0	0	27,092	Works underway
Building Programme Total	1,379,547	236,999	414,688	
Crack Sealing Programme				
Crack Sealing Programme Total	108,000	106,163	106,163	Works complete. Minor savings achieved
Footpath Programme				
Footpath Programme Total	284,000	172,967	292,383	Majority of works complete with remaining programed.

Capital program report @ 31 March 2022				
Project Title	Current Budget 2021-22	Spend to date 2021-22	Estimated Spend as at 30 June 2022	Comment (Mitigation)
Furniture Programme				
00032708 - Capital Works 2015-16 - Furniture and Equipment Replacement Programme - Upgrade of 2-way Radio System	0	2,279	2,279	
00036974 - 2021-22 Capital Works - Furniture Programme - Solar Compaction Bins	7,500	0	7,500	To be delivered later this financial year
Furniture Programme Total	7,500	2,279	9,779	
ICT Hardware Programme				
00036968 - 2021-22 Capital Works - ICT Hardware - MS Teams AV Upgrades	80,000	7,400	72,048	
ICT Hardware Programme Total	80,000	7,400	72,048	Project underway
ICT Software Programme				
00035065 - 2018-19 - Capital Works - Civica Suite - Major Upgrade + functionality expansion	23,340	0		
ICT Software Programme Total	23,340	0	-	Project on hold due to resource shortages.
Kerb and Channel Programme				
Kerb and Channel Programme Total	80,000	36,420	92,300	Contract awarded, works underway.
Land				
00037071 - 2020-21 Capital Works - Sale of Land - 36-52 Bruce Street, Colac	0	115,660	150,431	
Land Total	0	115,660	150,431	Expression of Interest for sale closes April. Report to be prepared for May Council Meeting.
Light Fleet Programme				
Light Fleet Programme Total	760,000	216,789	543,186	Expect to receive vehicles as ordered. Balance of funds to be returned to reserve
LRCI Programme				
00036722 - 2020-21 Capital Works - LRCI Fund - Roadknight Street Footpath	114,887	147,236	149,242	Project nearing completion
00036726 - 2020-21 Capital Works - LRCI Fund - Footpath - Colac Lavers Hill Road, Gellibrand	58,119	49,914	50,137	Project nearing completion
00036727 - 2020-21 Capital Works - LRCI Fund - Footpath - College Drive, Lavers Hill	76,558	83,358	83,358	Project complete
00036728 - 2020-21 Capital Works - LRCI Fund - Road Improvement - Swan Marsh-Stoneyford Road, Swan Marsh	50,092	77,578	149,255	Project nearing completion
00036729 - 2020-21 Capital Works - LRCI Fund - Bridges - Barongarook Creek Pedestrian Bridge	349,416	123,056	342,806	Project underway. Minor variations due to unexpected subsoil required.
00036731 - 2020-21 Capital Works - LRCI Fund - Stormwater - Drainage and Pedestrian Crossing Forrest Common	0	668	3,171	Project complete
00036733 - 2020-21 Capital Works - LRCI Fund - Playground Programme - Petjuli St Playspace	14,292	10,292	10,292	Project complete
00036740 - 2020-21 Capital Works - LRCI Round 2 - Great Ocean Road Path. Stage 1 & 2	440,438	56,308	75,000	Project currently in design phase
00036967 - 2020-21 Capital Works - Building Renewal Programme - Warrion Hall Upgrade LRCI	62,685	117,685		Project complete
00037051 - 2020-21 Capital Works - LRCI Round 2 - Bass Crescent, GOR, Skenes Creek Drainage	495,342	116,536	237,047	Project nearing completion. Works paused to avoid peak holiday periods
00037054 - 2020-21 Capital Works - LRCI Round 2 - Whytcross Lane, Birregurra - Rail Interface Upgrade	174,764	1,857	187,857	Procurement underway. Expect to complete by end of financial year
00037055 - 2020-21 Capital Works - LRCI Round 2 - Barongarook Creek Paths	387,543	137,227	217,545	Project nearing completion
00037056 - 2020-21 Capital Works - LRCI Round 2 - Old Beechy Rail Trail Upgrade	57,793	24,948		Works underway
00037058 - 2020-21 Capital Works - LRCI Round 2 - Clark Street, Colac Paths	57,943	11,044	60,000	Works expected to commence during May
00037506 - 2021-2022 Capital Works - LRCI Funding - Western Oval Drainage Improvements	0	0	130,000	Works halted to allow user groups access to the oval for the 2022 football season. Expected to re-commence at the completion of CDFNL season
LRCI Programme Total	2,339,872	957,707	1,695,710	
Major Plant Programme				
Major Plant Programme Total	1,445,000	729,769	896,203	Expect to receive vehicles as ordered. Balance of funds to be returned to reserve

Capital program report @ 31 March 2022				
Project Title	Current Budget 2021-22	Spend to date 2021-22	Estimated Spend as at 30 June 2022	Comment (Mitigation)
Open Space Assets				
00031849 - Budget Work Order - Open Space Renewal Programme	109,000	15,297	61,897	Minor projects complete and underway
00035152 - 2019-2018 - Capital Works - Memorial Square Public Safety Infrastructure	27,000	31,152	31,152	Project complete
00037073 - 2020-21 Capital Works - Open Space Programme - Seat Replacement Lake Colac Oval	0	3,770	3,770	Project complete
00037085 - 2020-21 Capital Works - Open Space Programme - Guard Rail for Colac Rowing Club Building	0	182	182	Project complete
Open Space Assets Total	136,000	50,401	97,001	
Open Space Furniture Programme				
00031922 - Colac CBD and Entrances Project Works	0	0		
Open Space Furniture Programme Total	0	0	-	
Open Space Programme				
00035945 - 2019-20 - Capital Works - Open Space - Central Reserve Lighting and Netball Court Redevelopment	0	992	992	Project complete
00036011 - 2019-20 - Capital Works - Open Space - Elliminyt Recreation Reserve Velodrome Resurfacing	0	173	173	
00036027 - 2018-19 Capital Works - Open Space - Concrete Path Ball Street Park	0	0		
00036028 - 2018-19 Capital Works - Open Space - Concrete Path Richmond Street Park	0	0		
00036421 - 2019-20 Capital Works - Botanic Gardens Heritage Tree Works	59,000	1,448	59,000	Project underway
00036452 - 2020-21 Capital Works - Cororooke Open Space Master Plan Implementation - Stage 1 (Site Establishment and Path Network) and Stage 3 (Playspace)	500,000	41,375	75,000	Procurement underway. Multi-year project
00036509 - 2019-20 Capital Works - Open Space - Barongarook Picnic Area Relocation Works	0	235	235	Project complete
00036971 - 2021-22 Capital Works - Open Space Programme - Cricket Pitch Upgrade	135,042	133,856	145,014	Project nearing completion
00036975 - 2021-22 Capital Works - Open Space Programme - OBRT Colac Station Safety Improvements	20,000	0		Council's contribution to externally funded project. Unsuccessful in attracting funding, no project to proceed
00036979 - 2021-22 Capital Works - Open Space Programme - Local Sports Infrastructure Stimulus Funding	1,728,660	35,569	1,000,000	Works have commenced for lighting projects at four Recreation Reserves (Alvie, Gellibrand, Irrewillipe and Warrowie)
00037019 - 2021-22 Capital Works - Open Space Programme - Community Sport Lighting Upgrades	385,000	36,718	250,000	Works have commenced for lighting project at Birregurra Recreation Reserve
00037448 - 2021-22 Capital Works - Open Space Programme - Elliminyt Recreation Reserve - Netball Court Resurfacing	0	11,860	21,690	Project complete
Open Space Programme Total	2,827,702	262,226	1,552,104	
Playground Programme				
00035946 - 2019-20 Capital Works - Playground Programme - Memorial Square Playspace	679,230	660,928	679,230	Project nearing completion
Playground Programme Total	679,230	660,928	679,230	
Reseal Programme				
Reseal Programme Total	1,200,000	28,590	1,221,590	Project nearing completion. Physically complete in Feb. Invoices to be processed.
Resheet Programme				
Resheet Programme Total	1,276,747	760,596	1,276,747	Northern projects complete, southern projects underway
Road Improvement Programme				
00035576 - 2018-19 - Capital Works - Strategic Road Improvement - Road Design	0	4,962	4,962	Finalisation of design works
00036322 - 2019-20 Capital Works - Strategic Road Improvement - Road and Rail Interface	0	8,738	8,738	Finalisation of design works
00036451 - 2020-21 Capital Works - Colac Otway Parking & traffic Strategy Implementation (Forrest - TAC Grant)	0	2,816	2,816	Project complete
00036457 - 2020-21 Capital Works - Rail Level Crossing Interface Improvement (Back Larpent Road)	160,000	1,232	170,000	Procurement underway. Expect to complete by end of financial year
00036459 - 2020-21 Capital Works - COS Tourism and Parking Strategy - Delivery of Improvement Works	0	360	360	Project complete
00037087 - 2019-20 Capital Works - Strategic Road Improvement - Swan Marsh Stoneyford Road, Pirron Yallock	624,979	722,825	913,545	Project nearing completion
Road Improvement Programme Total	784,979	740,933	1,100,421	

Capital program report @ 31 March 2022				
Project Title	Current Budget 2021-22	Spend to date 2021-22	Estimated Spend as at 30 June 2022	Comment (Mitigation)
Road Reconstruction Programme				
00031850 - Budget Work Order - Sealed Road Reconstruction Renewal Programme	35,641	4,383	4,383	Spend is against individual projects below.
00031882 - Budget Work Order - Sealed Roads Major Patch Programme	195,000	36,491	186,516	Project complete
00036162 - 2019-20 Capital Works - Crack Sealing Programme - Kennys Lane	0	97		Project complete
00036454 - 2020-21 Capital Works - Colac Aerodrome - taxiway - earthworks - Grant Match	0	5,106	225,000	Project underway
00036597 - 2020-21 Capital Works - Sealed Road Pavement Programme - Forest Street Reconstruction	1,141,725	9,101	982,481	Budget amount includes two sections of Forest Street, only north section to be delivered this financial year
00036938 - 2020-21 Capital Works - Road Reconstruction Programme - Old Yeo Road Reconstruction	0	7,654	7,654	Project complete
00036940 - 2020-21 Capital Works - Road Reconstruction Programme - McLachlan Street	670,000	9,999	650,000	Project underway
00036941 - 2020-21 Capital Works - Road Reconstruction Programme - Stewart Street	405,000	68,928	490,000	Project nearing completion
00036973 - 2020 - 2021 Budget Work Order - Sealed Road Reconstruction Upgrades	200,000	0		Design budget. Expenses at Project level
00037018 - 2020-21 Capital Works - Road Reconstruction Programme - Cressy Shelford Road	1,262	8,947	8,947	Project delayed
00037088 - 2020-21 Capital Works - Road Reconstruction Programme - Conns Lane Widening - Birregurra Creek	260,000	1,228	1,228	Project delayed
00037093 - 2021-22 Capital Works - Strachan Street, Birregurra	702,000	9,716	734,223	Contract awarded. Delays due to supply shortages may impact delivery times
00037303 - 2021 - 2022 Capital Works - Forest Street, Colac	0	494	494	
00037420 - 2021 - 2022 Budget Work Order - Sealed Road Reconstruction Upgrades - Forest Street (Wallace to Colanda), Colac	0	394	894	Project Plan and design still to be completed. Delivery to be funded through LRCI
00037423 - 2021 - 2022 Budget Work Order - Sealed Road Reconstruction Upgrades - Wye River Road Designs	0	2,385	85,000	Design underway and expected to be completed by May 2022.
00037425 - 2021 - 2022 Budget Work Order - Sealed Road Reconstruction Upgrades - Calvert Street, Colac	0	60	60	Project has been halted. No further works expected.
00037477 - 2021 - 2022 Sealed Roads Major Patch Programme - Rejuvenation of Binns Road	0	381	20,381	Treatment for failed section of Binns Road
00037484 - 2021 - 2022 Capworks Sealed Road Reconstruction Renewal Programme - Final Seal Old Yeo Road	0	51,723	51,723	Project complete
Road Reconstruction Programme Total	3,610,628	358,022	3,448,984	
Road Safety Programme				
Road Safety Programme Total	210,000	164,642	209,109	Includes Colac Entrance signs, guardrail replacements
Road Side Drainage Programme				
Road Side Drainage Programme Total	0	0	-	
Road Slip Programme				
Road Slip Programme Total	631,000	323,445	540,460	
Stormwater Programme				
Stormwater Programme Total	482,000	113,097	277,907	Works underway. Program to be re-prioritised to account for emergency works in Armstrong Street
Total	20,235,545	6,108,931	16,100,311	

Quarterly Budget Report for 9 Months Ending 31 March 2022

Executive Summary

The financial performance for the quarter ending March 2022 is favourable compared to the adopted budget 2021/22, however, there continues to be a significant delay in the delivery of the \$20.24m capital works program, which includes carry over capital works of \$4.34m.

Other material forecast variances to budget explained in this report include:

- increased depreciation from a scheduled revaluation of bridge infrastructure in 2020/21,
- Financial Assistance (Grants Commission) grant funding adjusted following advice from the Commonwealth in April that councils will receive 75% of the 2022/23 allocation (increased from 50%) in advance in 2021/22, and
- termination and payout adjustments relating to the two-way radio lease contract.

The termination and payout of the two-way radio lease contract, subsequent transfer of the two-way radio hardware and equipment title to Council and sale of the equipment, have affected the following adjustments to Council's forecast financial position:

- \$672k decrease in current and non-current lease liabilities,
- \$94k disposal of impaired right of use assets (leased equipment),
- \$70k increase in equipment sale proceeds (net loss on disposal of \$24k), and
- \$10k increase in finance costs (additional interest paid to terminate the lease)

Lease interest of \$87k, previously due and payable in 2022/23 and 2023/24 in the former lease contract, will no longer be required.

After taking the 2020/21 actual financial results into consideration (including the carry forward balances relating to incomplete works for projects funded in 2020/21), the following summary can be provided in relation to the 2021/22 forecast financial results.

Forecasts compared to the adopted budget:

- The adopted budget reported an operating surplus of \$3.27m.
- The full year forecast operating surplus to March 2022 has increased by \$0.24m to \$3.51m. This increase is predominantly due to increased capital and operating grant funding, including an increase to the 2022/23 Financial Assistance grant allocation received in advance in 2021/22 from 50% to 75%.

This is predominantly offset by:

- operating and capital grant income carried over from 2020/21 (funding received for incomplete projects in 2020/21, or funding received in advance of project delivery),
- expected completion of carry over recurrent and operating projects in 2021/22, and
- increased depreciation from a scheduled revaluation of bridge infrastructure in 2020/21.
- Closing cash balance is currently forecast to increase by \$2.84m to \$16.09m.

- 31 March 2022 cash balance is \$25.24m and is forecast to reduce by approximately \$9.15m at 30 June 2022 as carry over works are completed.
- The full year forecast assumes that all carry over operating projects of \$1.21m and capital works of \$4.34k are complete by 30 June 2022. There is significant delay in the delivery of the \$20.24m capital works program with 30% of the programme allocation complete.

Further detail of these results are provided in this report.

OPERATING RESULT

Colac Otway Shire Council
Comprehensive Income Statement
For the period ended 31 March 2022

	Year-To-Date				Full Year			
	Actual \$'000	Budget \$'000	Variance \$'000	Variance %	Budget \$'000	Forecast \$'000	Variance \$'000	Variance %
Revenue								
Rates and charges	32,764	32,678	86	0%	32,773	32,793	20	0%
Statutory fees and fines	798	651	147	23%	826	935	109	13%
User fees	4,715	4,817	(101)	(2%)	6,548	6,393	-	0%
Other income	555	271	284	105%	367	540	173	47%
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	69	19	50	266%	25	(142)	(167)	(667%)
Share of net profits/(loss) of associates and joint ventures	-	23	(23)	(100%)	30	30	-	0%
Total own-sourced revenue	38,901	38,458	443	1%	40,569	40,549	136	0%
Grants - operating	10,407	8,265	2,142	26%	10,690	19,173	8,483	79%
Grants - capital	6,384	3,492	2,892	83%	4,691	6,619	1,928	41%
Contributions - monetary	247	314	(67)	(21%)	420	420	-	0%
Total grants and contributions	17,038	12,071	4,967	41%	15,801	26,213	10,412	66%
Total revenue	55,939	50,529	5,410	11%	56,370	66,762	10,547	19%
Expenses								
Employee costs	16,382	16,060	(323)	(2%)	21,683	21,457	227	1%
Materials and services	15,639	15,636	(2)	(0%)	20,730	29,347	(8,617)	(42%)
Depreciation and amortisation	7,996	6,825	(1,171)	(17%)	9,100	10,692	(1,592)	(17%)
Bad and doubtful debts	(0)	15	15	100%	20	20	-	0%
Borrowing costs	30	29	(1)	(2%)	39	39	-	0%
Finance costs - leases	38	104	66	63%	139	139	-	0%
Other expenses	1,247	1,107	(140)	(13%)	1,389	1,559	(170)	(12%)
Total expenses	41,356	39,776	(1,580)	-4%	53,101	63,282	(10,181)	(19%)
Surplus for the year	14,583	10,753	3,830	36%	3,269	3,510	242	7%
Other comprehensive income								
Items that will not be reclassified to surplus or deficit in future periods								
Net asset revaluation increment/(decrement)	-	-	-		-	-	-	
Share of other comprehensive income of associates and joint ventures	-	-	-		-	-	-	
Total comprehensive result	14,583	10,753	3,830	36%	3,269	3,510	242	7%

Council's net operating surplus for the quarter ended 31 March 2022 is \$14.58m. The higher year-to-date operating surplus of \$3.83m reported mainly reflects:

- timing of grant revenue and operating project expenses carried over from 2020/21,
- \$1.21m increased depreciation, mainly due to a scheduled revaluation of bridge infrastructure in 2020/21, and
- \$323k increased employee costs mainly relating to carry forward works completed in 2021/22.

The two-way radio lease contract was terminated by formal agreement with the lessor in November 2021. The two-way radio hardware and equipment title was transferred to Council and subsequently sold. Council's net operating surplus of \$14.58m at 31 March includes the following transactions relating to the two way radio lease contract:

- \$70k equipment sale proceeds (net loss on disposal of \$24k), and
- \$38k finance costs (\$12k scheduled interest payments to November 2021 and \$26k increase in interest paid to terminate the lease)

Council's adopted operating budget for the full year is a net surplus of \$3.27m.

The full year forecast reflects carry over allocations for grant funding, including unspent funds received in a prior year for approved projects not completed at 30 June 2021. These funds were set aside in Council's working capital at 30 June 2021 and are forecast to be spent in 2021/22.

Actual results for the 9 months to 31 March 2022 indicates at this stage that the surplus is expected to be \$242k higher than the 2021/22 adopted budget. Further information is provided below:

Income

Rates and charges

Waste management charges forecast a slight increase compared to the adopted budget.

Grants

Operating and capital grants are forecast to increase above budget by \$10.41m primarily due to:

- \$4.40m City Deals project new funding,
- \$2.14m Financial Assistance (Grants Commission) grant funding, including 75% of the 2022/23 allocation (increased from 50%) received in advance in 2021/22,
- \$1.60m Local Roads Community Infrastructure programme Round 2 funding,
- \$1.49m operating and capital grant revenue carried over from 2020/21, which was funded in 2020/21 or received in advance of the 2021/22 budget,
- \$0.41m Forrest mountain trail bike revitalisation project additional funding,
- \$0.40m Strategic road improvement – Swan Marsh Stoneyford Road additional funding,
- \$0.30m Port of Apollo Bay grant revenue carried over from 2020/21,
- (\$0.58m) Local Sports Infrastructure Stimulus grant changes to lighting infrastructure project funding, and
- (\$0.12m) unsuccessful grant application to Department of Justice & Community Safety for the Old Beechy Rail Trail (Colac Railway Station section) safety improvements.

Net gain/loss on disposal of property, infrastructure, plant and equipment

The unfavourable variance of \$167k relates to sale of the two way radio equipment and the anticipated sale of surplus land during the current financial year. Note that this is an estimate at this point in time.

Other income

Other income received in 2021/22 is forecast to increase by \$173k due to the following:

- \$120k: Colac Civic Precinct Plan (carry over from 2020/21), and
- \$53k: Eastern Reserve baseball batting cage insurance income (carry over from 2020/21)

Expenses

Employee costs

Employee costs for 2021/22 have been forecast to increase by \$227k due to the following:

- \$139k carry forward balances for work to be completed in 2021/22, and
- \$45k additional salaries for the City Deal project

Material and Services

Materials and services for 2021/22 is forecast to increase by \$8.48m. The forecast movement includes:

- \$4.60m City Deals (additional funding),
- \$2.70m carry forwards to complete delivery of operating projects,
- \$0.93m Forrest mountain bike revitalisation (\$0.75m funded by RDV carry over from 2020/21 and \$0.18m additional funding by DELWP), and
- \$0.30m Port of Apollo Bay works (carry over from 2020/21)

Other expenses

Other expenses for 2021/22 is forecast to increase by \$170k, mainly due to:

- \$105k COVID -19 support package (carry forward from 2020/21),
- \$30k Community grants (carry forward from 2020/21),
- \$20k Family Children Services contribution (carry forward from 2020/21), and
- \$15k Roadside weeds and pests (carry forward from 2020/21)

BALANCE SHEET**Colac Otway Shire Council****Balance Sheet****As at 31 March 2022**

	Mar 2022	Full Year		
	Actual \$'000	Budget \$'000	Forecast \$'000	Variance \$'000
Assets				
Current assets				
Cash and cash equivalents	25,240	13,253	16,094	2,841
Trade and other receivables	10,466	2,748	3,819	1,071
Inventories	242	175	140	(35)
Non-current assets held for sale	-	715	-	(715)
Other assets	(17)	366	533	167
Total current assets	35,931	17,257	20,586	3,328
Non-current assets				
Right of use assets	47	638	35	(603)
Property, infrastructure, plant and equipment	371,019	361,850	381,054	19,204
Investments in associates, joint arrangements and subsidiaries	0	501	467	(34)
Total non-current assets	371,066	362,989	381,556	18,567
Total assets	406,997	380,246	402,142	21,895
Liabilities				
Current liabilities				
Trade and other payables	1,926	5,685	8,374	(2,689)
Trust funds and deposits	721	661	678	(17)
Interest-bearing liabilities	36	596	596	-
Lease liabilities	24	100	24	76
Provisions	4,975	4,357	4,871	(514)
Total current liabilities	7,682	11,399	14,543	(3,144)
Non-current liabilities				
Interest-bearing liabilities	596	-	-	-
Lease liabilities	42	553	18	535
Provisions	5,792	9,005	5,792	3,213
Total non-current liabilities	6,430	9,558	5,810	3,748
Total liabilities	14,112	20,957	20,353	604
Net assets	392,886	359,289	381,789	22,500
Equity				
Accumulated Surplus	145,331	138,116	141,838	(3,722)
Reserves	247,555	221,173	239,951	18,778
Total Equity	392,886	359,289	381,789	22,500

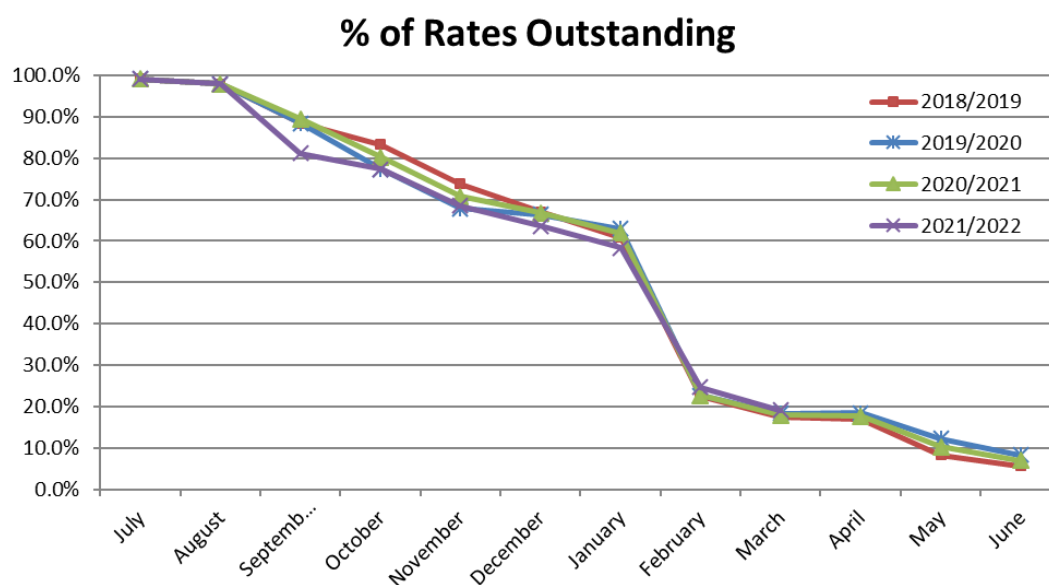
Rate Debtors

At 31 March 2022, \$32.41 million was raised in rates and charges including batches of supplementary valuations generated by changes to Council's property base. At 31 March 2022 19% of rates and charges raised have been collected, which was similar to the collection rate for the same period in the 2020/21 financial year of 18%.

The due date for ratepayers opting to pay in full was 15 February 2022. The due dates for ratepayers opting to pay via instalments are 30 September 2021, 30 November 2021, 28 February 2022 and 31 May 2022.

The following graph 1 shows that current collection trends are slightly below the reported collection trends for the previous three years:

Graph 1: Outstanding rates



Right of Use Assets

At 30 June 2021, the impaired fair value of leased two way radio assets was reduced by \$580k to \$100k. This reduced the balance of right of use assets to \$165k, including other leased equipment. At 31 March 2022, right of use assets decreased to \$47k, following the disposal of the amortised leased two way radio assets at a value of \$94k.

The forecast to 30 June 2022 shows a decrease by \$603k to \$35k. This decrease is mainly due to disposal of the two way radio equipment with title transferred to Council and the assets sold following termination of the lease.

CAPITAL WORKS

Colac Otway Shire Council

Statement of Capital Expenditure as at 31 March 2022

Capital Expenditure	March YTD		Full Year	
	Actual YTD March \$'000	Budget YTD March \$'000	Adopted Budget \$'000	Programme Allocation \$'000
8881 - Property				
Building Programme	237	611	702	1,380
Land	116	-	-	-
Local Roads Community Infrastructure Programme	118	63	-	63
8881 - Property Total	470	674	702	1,442
8882 - Plant, Furniture and Equipment				
ICT Hardware Programme	7	15	80	80
ICT Software Programme	-	23	-	23
Light Fleet Programme	217	677	760	760
Local Roads Community Infrastructure Programme	-	14	-	14
Major Plant Programme	730	1,422	1,340	1,445
Open Space Programme	-	135	135	135
Road Safety Programme	72	80	80	80
8882 - Plant, Furniture and Equipment Total	1,026	2,366	2,395	2,538
8883 - Infrastructure				
Active Reserves Programme	12	-	-	-
Bridges Programme	51	844	1,440	1,890
Crack Sealing Programme	106	108	108	108
Footpath Programme	173	268	232	284
Furniture Programme	2	8	8	8
Kerb and Channel Programme	36	66	80	80
Local Roads Community Infrastructure Programme	840	2,263	-	2,263
Open Space Assets	50	123	50	136
Open Space Programme	262	449	2,832	2,693
Playground Programme	661	679	-	679
Reseal Programme	29	1,200	1,200	1,200
Resheet Programme	761	1,277	1,400	1,277
Road Improvement Programme	741	474	-	785
Road Reconstruction Programme	358	2,763	2,495	3,611
Road Safety Programme	92	100	130	130
Road Slip Programme	323	561	270	631
Stormwater Programme	113	400	350	482
8883 - Infrastructure Total	4,612	11,583	10,595	16,256
Total	6,109	14,623	13,692	20,236

Table 2 provides a reconciliation between the adopted budget and current full year forecast budget of \$20.24m.

Table 2 also compares the full year forecast budget to the full year forecast spend in 2022/23 and anticipated carry over amount to 2022/23. These forecasts show that there continues to be a significant delay in the delivery of the \$20.24m capital works program, which includes carry over capital works of \$4.34m.

Table 2: Adopted capital budget to the forecast budget

	Full Year Forecast \$'000
Capital Works Budget	13,692
Capital projects carried forward from 2020/21	4,341
Local Roads and Community Infrastructure programme	2,340
Cororooke Open Space masterplan implementation (Council resolution)	250
Forrest Caravan Park waste water upgrade	226
Strategic Road Improvement - Swan March Stoneyford Road, Pirron Yallock	225
Bluewater heat pump replacement (Council resolution to reallocate \$70k from street lighting)	70
Building renewal programme	61
Building renewal programme - Winifred Nance Kindergarten veranda	35
Community sport lighting upgrades	5
Changes to lighting infrastructure project funding (Local Sports Infrastructure Stimulus program)	(584)
Old Beechy Rail Trail (Colac Railway Station section) safety improvements (unsuccessful funding application)	(120)
Sealed road reconstruction renewal programme	(92)
Building upgrade programme	(84)
Building Renewal Programme - Bluewater Heat Pump Replacement	(130)
Capital Works Forecast at 31 March 2022	20,236

Borrowings

The borrowings held by Council at 31 March 2022 is given below:

Borrowings	Current \$'000	Non-current \$'000	Total Borrowings \$'000	Meeting Schedule
9208 - Loan 12 - Colac Livestock Selling Centre roof (\$1.178m)(CBA)	21	596	616	Y
9209 - Loan 13 - Street light solar photovoltaic panels - system installation (\$416k)	16	-	16	Y
Total borrowings	36	596	632	

As at 31 March 2022 principal repayments of \$106k have been made in 2021/22.

The following key ratios provide Council's performance on the borrowings at 31 March 2022:

Measure	Calculation	Explanation	30-Jun-21	31-Mar-22	Current Risk Rating
Indebtedness as a percentage of own-sourced revenue	Non-current liabilities divided by own-sourced revenue	Non-current liabilities are liabilities due for settlement after 12 months. The higher the percentage, the less the entity is able to cover non-current liabilities from the revenues the entity generates itself. 17% of own-sourced revenue is required to settle the non-current liabilities as at 31 March 2022. Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.	16.1%	16.5%	Low
Borrowings as a percentage of rate revenue	Interest bearing loans divided by rate revenue	Measurement of the proportion of borrowings against rate revenue raised. The higher the percentage the higher the proportion of available annual rate revenue is being used to back borrowings. 2% of rate revenue is required to settle the borrowings as at 31 March 2022.	2.3%	1.9%	Low

Lease Liabilities

As at 31 March 2022, lease liabilities are forecast to decrease by \$611k to \$42k. This decrease includes:

- \$36k scheduled lease repayments, and
- \$672k termination and payout of the two-way radio lease contract

STATEMENT OF CASH FLOWS

Colac Otway Shire Council
Statement of Cash Flows
For the period ended 31 March 2022

	Mar 2022	Full Year		
	Actual	Budget	Forecast	Variance
	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities				
Rates and charges	26,563	32,661	32,680	19
Statutory fees and fines	798	825	935	110
User fees	4,715	6,548	6,393	(155)
Grants - operating	10,663	10,671	19,155	8,484
Grants - capital	6,384	4,691	6,619	1,928
Contributions - monetary	247	420	420	-
Trust funds and deposits received/(paid)	(20)	(63)	(63)	-
Other receipts	555	368	540	172
Payments for Employees	(16,383)	(21,683)	(21,457)	226
Payments for materials and services (Incl GST)	(22,238)	(20,778)	(29,396)	(8,618)
Other payments	(1,247)	(1,389)	(1,559)	(170)
Net cash provided by/(used in) operating activities	10,039	12,271	14,267	1,996
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(6,038)	(13,692)	(20,236)	(6,544)
Proceeds from sale of property, infrastructure, plant and equipment	162	500	1,155	655
Net cash provided by/(used in) investing activities	(5,876)	(13,192)	(19,080)	(5,888)
Cash flows from financing activities				
Finance costs	(30)	(39)	(39)	(0)
Repayment of borrowings	(106)	(142)	(142)	-
Interest paid - lease liability	(38)	(29)	(139)	(110)
Repayment of lease liabilities	(707)	(110)	(731)	(621)
Net cash provided by/(used in) financing activities	(881)	(320)	(1,051)	(731)
Net increase (decrease) in cash and cash equivalents	3,282	(1,242)	(5,864)	(4,622)
Cash and cash equivalents at the beginning of the period	21,958	14,495	21,958	7,464
Cash and cash equivalents at the end of the period	25,240	13,253	16,094	2,842

● Unfavourable position

Cash balance

The current actual cash balance is \$25.24m as at 31 March 2022, which is forecast to be approximately \$2.84m higher due to anticipated spending on the capital program less grants and contributions carried over from 2020/21. The forecast assumes that all budgeted capital works and major projects, including carry overs, will be complete by 30 June 2022.

The net decrease in the cash forecast during the year is \$5.86m. Forecast cash flows from operating grants includes an additional \$2.14m for Financial Assistance (Grants Commission) grant funding with 75% of the 2022/23 allocation (increased from 50%) to be received in advance in 2021/22. It is

forecast that \$5.54m advance funding will be set aside in a reserve for allocation to the 2022/23 Budget.

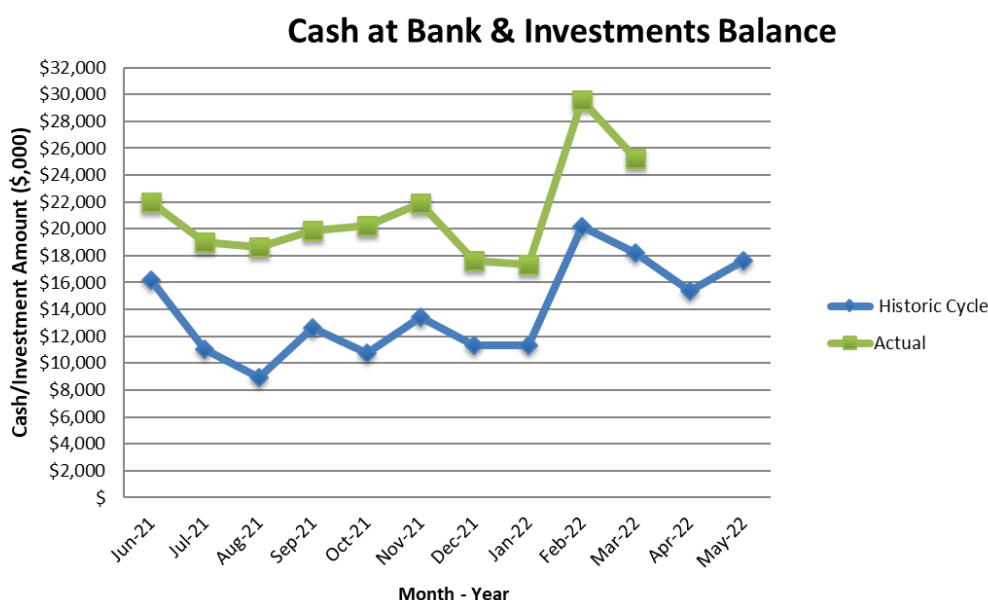
YTD repayment of lease liabilities of \$707k includes:

- \$36k scheduled lease repayments, and
- \$672k termination and payout of the two-way radio lease contract

Graph 2 below shows how the Council's cash balance is expected to perform at 31 March 2022. The graph portrays:

- Historical Cycle – which is an estimation derived from 2020/21 actual cash balances that are expected to be achieved at the end of each month.
- The Actual – this is the actual balance at the end of each month from July to March.

Graph 2: Cash balance performance



Every opportunity is taken to invest surplus cash to maximise investment returns in accordance with Council's investment policy. Investment income received for the first nine months to 31 March 2022 was \$16k. Investment income is subject to availability of cash flow and also impacted by a sustained period of low interest rates that have reflected a Reserve Bank cash rate of 0.10%.

Our investments were within the investment and risk rating limits set-out in the investment policy.

Local Authorities Superannuation Fund - Defined Benefits

Local government councils have a potential financial exposure to the Local Authorities Superannuation Fund – the Defined Benefits Plan. Under the Australian Prudential Regulation Standards (SPS160) the Defined Benefits funds must meet strict funding requirements. This funding requirement is measured by the Vested Benefits Index (VBI), which shows as a percentage of 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 2019	107.10%
September 2019	107.30%
December 2019	107.70%
March 2020	102.10%
June 2020	104.60%
September 2020	104.50%
December 2020	109.60%
March 2021	111.50%
June 2021	109.70%
September 2021	109.90%
December 2021	111.20%

If the VBI falls below the nominated amount in any quarter then the Australian Prudential Regulation Authority may require that the fund must make a funding call to its members. Any funding call made must return the fund to a VBI position of over the nominated amount within 3 years.

A VBI must generally be kept above the nominated shortfall threshold of 97% when a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year.

At 31 December 2021, the updated VBI for the sub-plan continued to rise to 111.20%, which presents an increase of 6.6% compared to 30 June 2020. 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 the CPI, which impacts the defined benefit liabilities of the sub-plan.

At the time of writing this report there was no information available regarding the final VBI estimations as at 31 March 2022.

Item: 10.5

Lavers Hill Pool Funding Agreement - Supplementary Report

OFFICER	James Myatt
GENERAL MANAGER	Ian Seuren
DIVISION	Development and Community Services
ATTACHMENTS	1. Lavers Hill Pool Funding Agreement - Council Meeting Agenda - 27 April 2022 [10.5.1 - 5 pages]

1. PURPOSE

At its April 2022 meeting, Council deferred item 10.2, the Lavers Hill Pool Funding Agreement, to allow further discussions at a Councillor Briefing prior to returning to a future Council meeting for decision.

The purpose of this report is to provide supplementary information and a revised officer recommendation for the Lavers Hill Pool Funding Agreement Report.

2. REVISED OFFICER RECOMMENDATION

That Council:

- 1. Confirms its commitment to public safety at aquatic facilities in line with the Royal Life Saving Australia (RLSA) Guidelines for Safe Pool Operations, including the provision of continuous supervision by lifeguards at all public pools that are either part of a Council service, or non-Council service that Council provides funding to.*
- 2. Acknowledges that the community has valued the opportunity for public access at the pool located at the Lavers Hill K-12 College for over 30 years.*
- 3. Notes that its adopted Budget 2021-22 included an allowance for a contribution to the Lavers Hill K-12 College to support the continued operation of the pool notwithstanding that the agreement between Council and Lavers Hill K-12 College expired on 26 June 2021.*
- 4. Approves a one-off payment of \$12,500 (exclusive of GST) prior to 30 June 2022 to the Lavers Hill K-12 College in recognition of the community health and wellbeing outcomes provided by public access to the pool in a challenging COVID-impacted period.*
- 5. Recognises the opportunity for ongoing community health and wellbeing outcomes through the ongoing operation of the Lavers Hill K-12 College pool, in particular for residents of Lavers Hill and surrounding areas that have limited alternatives with respect to recreation facilities in the local area.*

6. *Authorises the Chief Executive Officer to execute on Council's behalf a one year funding agreement with the Lavers Hill K-12 College to support ongoing public access to its pool with the following key terms:*
- a. The commencement date of the agreement is 1 July 2022.*
 - b. The funding amount is set at \$12,720 (exclusive of GST) to be paid quarterly.*
 - c. The Lavers Hill K-12 College will:*
 - i. Obtain an annual audit by 30 September from a qualified auditor that the facility is operating in accordance with the Royal Life Saving Australia Guidelines for Safe Pool Operations.*
 - ii. Provide to Council, within one month of the audit, an action plan that demonstrates that the pool will achieve compliance with the Royal Life Saving Australia Guidelines for Safe Pool Operations within three months of receiving the audit report.*
 - iii. Report as soon as practicable:*
 - a. Any material public risk identified during the normal operation of the facility; or*
 - b. Any health and safety hazard or incident that requires external reporting.*
 - iv. Provide annual usage and membership data to enable Council to understand the level of public use.*
 - d. Council will:*
 - i. Reimburse the Lavers Hill K-12 College for the cost of the audit against the Royal Life Saving Australia Guidelines for Safe Pool Operations upon receiving a copy of the audit and invoice.*
 - ii. Provide support to Lavers Hill K-12 College upon request to assist its management of a safe and effective facility, through the provision of relevant information or sources of information, examples of policies and procedures, shared training where appropriate and other forms of support by agreement.*
 - e. In the event that one or more of the terms of the agreement are not satisfied, the Chief Executive Officer:*
 - i. may suspend quarterly payments and provide the Lavers Hill K-12 College with written advice regarding Council's expectations; and*
 - ii. will provide a report to Council if issues remain unresolved for more than three months from the written advice to the Lavers Hill K-12 College.*
7. *Authorises the Chief Executive Officer to execute a further and separate funding agreement prior to 30 June 2023 consistent with the terms set out in point 6 of this resolution subject to:*
- a. Satisfactory compliance with the one year agreement for 2022-23;*
 - b. The term of the agreement being five years with a commencement date of 1 July 2023; and*

- c. The annual funding amount will increase in line with Council's average general rate increase (as determined through the annual budget process), to be calculated from a base of \$12,720 (exclusive of GST) on 1 July 2022.*
- 8. Recommends to the Lavers Hill K-12 College that it undertake annual reviews of the membership and user fees for the pool, including benchmarking and user surveys, to assist it to identify opportunities for ensuring ongoing financial sustainability of the facility.**
- 9. Notes that neither of the agreements outlined in points 6 or 7 require or infer a Council representative to be a member of any management committee as the management and operation of the pool is the responsibility of the Lavers Hill K-12 College and not a Council-delivered service.**

3. SUPPLEMENTARY INFORMATION

The revised officer recommendation contains changes from the recommendation proposed at the 27 April 2022 Council meeting. The amendments have been included for the following reasons:

- To provide clarity of wording and intent.
- To clarify the perceived 'holding-over' period.
- To align more closely with the funding agreement for Apollo Bay Leisure Centre.
- Consider the requirement to increase membership fees.
- To include a mechanism for review if the Lavers Hill K-12 College do not meet the conditions of the proposed officer recommendation.

Supervision of public aquatic facilities

The audit of the Guidelines for Safe Pool Operations (GSPO) referred to in the revised recommendation has been reworded following review of the funding agreement for the Apollo Bay Leisure Centre.

Queries were raised about Life Saving Victoria's Safer Public Pools Code of Practice and its relationship to the GSPO. The principal objective of the Code of Practice is to provide practical guidance to those with responsibilities under the Occupational Health & Safety Act and Regulations. It is intended to provide consistency regarding the application and review of industry standards, benchmarking and reporting.

The Code of Practice references back to the GSPO which is the overarching guiding document in relation to the management of public aquatic facilities. As an example, the Code of Practice states – "It is recommended that qualified lifeguard supervision is in place when this is reasonable and practical, in line with the provisions set out in the GSPO." With regards to minimum standards of training, the Code also states – "The above recommendations should be read in conjunction with the Supervision section of the GSPO, where information on establishing suitable staff levels are prescribed in further detail."

The recommendation has been revised to specifically reference Royal Life Saving Australia's GSPO which is the primary reference for the operation of public aquatic facilities.

Previous agreement and over-holding period

With respect to the 2021-22 year, the agreement between Council and Lavers Hill K-12 College which expired on 26 June 2021 does not contain an over-holding clause, and therefore has expired. In respect to supporting operations during the 2021-22 year, Council has the following options:

1. Contribute a financial amount of up to \$12,500 as per the terms of the previous agreement and the resolution of Council at its November 2009 meeting, providing funding for maintenance costs up to 40% of total expenditure.
2. Contribute a financial amount of \$12,500 as a one-off contribution to the maintenance and operations of the Lavers Hill Pool in recognition of the continued support for community health and wellbeing outcomes in a challenging environment impacted by COVID.
3. Not provide any financial support to the Lavers Hill College for the Lavers Hill Pool.

Fees and charges

It is noted that the Lavers Hill Pool is not a Council service but rather a community service provided by the Lavers Hill K-12 College supported financially by Council. The requirement to increase fees and charges was previously recommended by officers to ensure that the facility can remain financially sustainable without the need for additional government and/or Council contributions. The recommendation has been revised to recommend the Lavers Hill K-12 College undertake benchmarking of like facilities, however the fees to be charged would be determined by the Lavers Hill K-12 College, not Council on the basis that a capped contribution removes the financial risk to Council.



Item: 10.2

Lavers Hill Pool Funding Agreement

OFFICER	James Myatt
GENERAL MANAGER	Ian Seuren
DIVISION	Development and Community Services
ATTACHMENTS	Nil

1. PURPOSE

To consider a request from the Lavers Hill K-12 College for ongoing funding to enable community access to the Cliff Young Complex.

2. EXECUTIVE SUMMARY

Council has had a 30-year agreement with the Lavers Hill K-12 College for contributions towards the maintenance of the Lavers Hill Pool, which expired on 26 June 2021. Under the agreement Council contributed towards 40% of annual pool maintenance capped at \$10,000 plus CPI annually since an amendment to the agreement in November 2009.

Lavers Hill K-12 College have requested for Council to establish a new funding agreement for the whole Cliff Young Complex to ensure ongoing school and community use. The proposal includes the following requests of Council:

1. Contribute 40% of maintenance and capital costs for the entire Cliff Young Complex, which includes the building, pool, stadium and gym.
2. Contribute 50% of associated (operational) costs, excluding utilities.

3. RECOMMENDATION

That Council:

1. ***Confirms Council's commitment to public safety at aquatic facilities in line with the Royal Lifesaving Australia Guidelines for Safe Pool Operations, including the provision of***

continuous supervision by lifeguards at all publicly accessible pools in Colac Otway Shire that Council operates or provides funding to.

- 2. Notes the agreement between Council and Lavers Hill K-12 College which expired on 26 June 2021 is currently in holding-over period.**
- 3. Approves the provision of a 12-month funding agreement with the Lavers Hill K-12 College to enable public access to the Lavers Hill Swimming Pool with the following key terms:**
 - a. An annual funding limit of \$12,500 for pool maintenance and operations.**
 - b. Council will cover the cost of an annual Lifesaving Victoria Guidelines for Safe Pool Operations audit.**
 - c. The Lavers Hill K-12 College is to provide Council with an action plan for increasing compliance with the Royal Lifesaving Australia Guidelines for Safe Pool Operations within three months of the start of the agreement.**
 - d. The Lavers Hill K-12 College is to provide annual entry number and membership data to Council.**
 - e. Council will not have a representative on the Lavers Hill Indoor Swimming Pool Committee of Management and instead be available to provide advice on pool operations when requested.**
 - f. The agreement is entered into no later than 3 months after the date of this resolution.**
- 4. At the end of the 12-month agreement, authorises the Chief Executive Officer to provide an additional 3-year funding agreement to Lavers Hill K-12 College to enable public access to the Lavers Hill Swimming Pool of up to \$12,500 indexed to CPI annually for pool maintenance and operations subject to the Lavers Hill K-12 College meeting the following conditions by the expiration of the initial 12-month agreement:**
 - a. The public can only access the Lavers Hill Swimming Pool at times where lifeguard supervision is provided in line with the Royal Lifesaving Australia Guidelines for Safe Pool Operations.**
 - b. User fees for access to Lavers Hill Swimming Pool are no less than 50% of fees at Bluewater Leisure Centre or Apollo Bay Aquatic Centre, whichever is less.**
 - c. Compliance with other essential safety measures in the Royal Lifesaving Australia Guidelines for Safe Pool Operations to the satisfaction of the Chief Executive Officer.**
- 5. Notes that if the conditions in point 4 of this resolution are not met, Council will provide no funding towards Lavers Hill Pool after the initial 12-months agreement expires.**

4. KEY INFORMATION

Council's funding agreement with the Lavers Hill K-12 College (the College) ended on 26 June 2021, leading to the College requesting a new funding agreement with Council. Officers consider a long-term commitment not to be appropriate at this time as the College and Council both have uncertainties to work through as discussed later in this report. Nonetheless it is important to create stability in the short to medium term and officers propose a one-year agreement, with an extension of a further three

years if key conditions are met. This report will continue to discuss the brief history of the pool and the key topics relevant to the proposed officer recommendation.

History

The Lavers Hill Indoor Swimming Pool was opened in 1991 by the Department of Education for the purpose of conducting school based aquatic education for students. Council (formally the Otway Shire) and the College (formally the Lavers Hill Consolidated School) entered into an agreement which commenced 26 June 1991. Under this Agreement, Council contributed a sum of \$40,000 for the initial construction of the facility and 20% of maintenance costs for the life of the agreement, on the provision that local residents would be able to use the pool for recreational purposes.

At its Ordinary Council Meeting in November 2009, Council resolved to amend the terms of the original agreement by increasing the contribution percentage to pool maintenance to 40% whilst implementing an annual cap of \$10,000 plus CPI. The term of the agreement between Council and the College was for thirty (30) years, with the Agreement expiring on 26 June 2021, leading to the College requesting a new funding agreement with Council.

Lavers Hill K-12 College Proposal

The College approached Council to request a funding commitment towards the Cliff Young Complex which includes the Lavers Hill Pool. The proposal includes the following:

1. Contribute 40% of maintenance and capital costs for the entire Cliff Young Complex, which includes the building, pool, stadium and gym, with a minimum of \$10,000 a year.
2. Contribute 50% of associated (operational) costs, excluding utilities.

Proposal Considerations

1. *Royal Lifesaving Australia Guidelines for Safe Pool Operations (GSPO)*

The GSPO sets the standard for pool operations in Australia. Council conducts an annual audit of Bluewater Leisure Centre and Apollo Bay Pool against the guidelines to ensure the facilities that Council operates or provides funding towards are safe for the public to use. A key change to the GSPO in recent years is to require publicly accessible pools to always have lifeguard supervision when the public are using the facility. The Lavers Hill Pool historically have low compliance with the GSPO including providing no lifeguard supervision whilst the public have access. The College has made positive steps over the last 12 months to bring the facility more in-line with the GSPO. It is recommended to continue providing funding to the College for 12 months allowing for a transitional period where the College can consider lifeguard implementation and other safety changes in order to retain Council funding.

2. *Financial Risk*

When Council amended the historical agreement in 2009 a funding cap was introduced. The College's proposal would be a financial risk to Council due to including no limit to the total funding each year. Council has no understanding of the potential financial requirements particularly around maintenance, renewal and upgrade of the facility. Therefore, to mitigate this risk, it is recommended to implement a funding cap in any new agreement.

3. *User fees and charges*

The current fees charged for public membership to Lavers Hill Pool are significantly lower when compared to other facilities in the area. Officers recommend for the College to conduct fee benchmarking compared to similar facilities and increase their fees and charges in line with industry benchmarking to no less than half of the membership fees at Bluewater Leisure Centre or Apollo Bay

Pool, whichever is less. Increasing the fees will allow the school to implement public safety requirements against the GSPO and can contribute towards maintenance and operational costs.

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

b) Priority is to be given to achieving the best outcomes for the municipal community, including future generations.

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

Royal Lifesaving Australia Guidelines for Safe Pool Operations. The aforementioned guidelines provide standards for pool operation in Australia and are cited in court hearings.

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)

Not applicable.

Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)

Lavers Hill K-12 College was provided the opportunity to present their proposal at a closed Councillor Briefing. The facility is used by members of the Lavers Hill community and is seen to provide an important facility for health and wellbeing.

Public Transparency (s58 LGA 2020)

Not applicable.

Alignment to Plans and Strategies

Alignment to Council Plan 2021-2025:

Theme 3 – Healthy and Inclusive Community

Objective 3: We are a safe, equitable and inclusive community

Financial Management (s101 Local Government Act 2020)

The proposal from Lavers Hill K-12 College presents a financial risk to Council as the school have been unable to provide total annual maintenance, capital and operational costs ongoing for which they request a percentage contribution to. The proposed officer recommendation sets an annual funding limit to mitigate this risk, whilst still providing a contribution for maintenance and operational costs.

The amount recommended is in line with the current budget allocation and would result in a very minor increase in the recurrent operational budgets. This slight increase would not have a material impact on Council's Long Term Financial Plan.

Service Performance (s106 Local Government Act 2020)

Whilst the facility is not operated as a Council service, entering into the proposed funding agreement will enable the facility to remain accessible to the community.

Risk Assessment

Council's insurers have provided advice in relation to a future funding agreement with the Lavers Hill K-12 College for public access to the swimming pool. Council has a risk of liability related primarily to

Council's ability to have any control in the operations and management of the pool. The 'control' could be in the two following forms:

1. Funding and the ability to place conditions on a funding agreement i.e. requiring compliance with Royal Lifesaving Australia Guidelines for Safe Pool Operations. This risk is elevated if Council were to provide funding without any conditions with the knowledge of non-compliance by the facility to any relevant law or guidelines. The proposed officer recommendation mitigates this risk by putting conditions on the funding related to the Royal Lifesaving Australia Guidelines for Safe Pool Operations.
2. The ability of Council representatives to make decisions/change actions on the advisory committee. This risk is low if Council representatives are acting in good faith and as per any terms and conditions on their appointment. The officer recommendation proposed that no Council representative sits on the committee to eliminate the risk, but ensures that officers are available to provide advice on specific topics when requested by the Lavers Hill K-12 College.

Communication/Implementation

If the proposed officer recommendation is adopted, the Lavers Hill K-12 College will be informed and a draft funding agreement will be provided for review.

Human Rights Charter

Not applicable.

Officer General or Material Interest

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

Options

Option 1 – Adopt the proposed resolution

This option is recommended by officers as it provides clarity on future funding contributions to Lavers Hill Pool by Council.

Option 2 – Resolve not to provide funding to Lavers Hill K-12 College for public access to Lavers Hill Pool

This option is not recommended by officers as it does not provide the College assistance during a transition period where they can increase compliance with the Royal Lifesaving Australia Guidelines for Safe Pool Operations.

Option 3 – Do not adopt a resolution.

This option is not recommended by officers as it leaves Council and the Lavers Hill K-12 College in a holding-over period on the historical agreement with no clarity moving forward.

Item: 10.6

Audit and Risk Committee - Biannual Audit and Risk Report

OFFICER	Lyndal McLean
CHIEF EXECUTIVE OFFICER	Anne Howard
DIVISION	Executive
ATTACHMENTS	1. Report to Council of Colac Otway May 2022 - Biannual Audit and Risk Report [10.6.1 - 3 pages]

1. PURPOSE

The purpose of this report is for Council to receive for information the Colac Otway Shire Audit and Risk Committee biannual risk report.

2. EXECUTIVE SUMMARY

Under section 54(5) of the *Local Government Act 2020* the Audit and Risk Committee must prepare a biannual report and provide it to the Chief Executive officer to be tabled at the next Council meeting.

3. RECOMMENDATION

That Council receives for information the Colac Otway Shire Audit and Risk Committee biannual report.

4. KEY INFORMATION

The Audit and Risk Committee plays an important role in providing oversight of Colac Otway Shire Council's governance, risk management, internal control practices, internal and external audit functions. This oversight mechanism also serves to provide confidence in the integrity of these practices.

Section 53(1) of the *Local Government Act 2020* stipulates that a Council must establish an Audit and Risk Committee. The Colac Otway Shire Audit and Risk Committee consists of two Councillors and three independent members. The Audit and Risk Committee meets at least four times per year.

The Audit and Risk Committee must prepare a biannual audit and risk report that describes the activities of the Audit and Risk Committee and provide of copy of the report to the Chief Executive Officer for tabling at the next Council meeting.

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

The Overarching Governance Principles that are most the applicable to the work of the Audit and Risk Committee are:

- a) Council decisions are to be made and actions taken in accordance with the relevant law.
- b) Priority is to be given to achieving the best outcomes for the municipal community, including future generations.
- e) Innovation and continuous improvement is to be pursued.
- g) The ongoing financial viability of the Council is to be ensured.

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

Audit and Risk Committee Charter
Local Government Act 2020

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)

No impact.

Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)

Not required.

Public Transparency (s58 LGA 2020)

Not applicable.

Alignment to Plans and Strategies

Alignment to Council Plan 2021-2025:
Theme 4 – Strong Leadership and Management
Objective 1: We commit to a program of best practice and continuous improvement

Financial Management (s101 Local Government Act 2020)

Not applicable.

Service Performance (s106 Local Government Act 2020)

Not applicable.

Risk Assessment

Tabling the biannual Audit and Risk report to Council meets the requirements of the *Local Government Act 2020*.

Communication/Implementation

Not applicable.

Human Rights Charter

No impact.

Officer General or Material Interest

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

Options

Option 1 – Receive for information the Colac Otway Shire Audit and Risk Committee biannual report.
This option is recommended by officers as tabling the Audit and Risk Committee biannual report at the next Council meeting is a requirement of the *Local Government Act 2020*.

Option 3 – Do not receive for information the Colac Otway Shire Audit and Risk Committee biannual report

This option is not recommended by officers as tabling the Audit and Risk Committee biannual report at the next Council meeting is a requirement of the *Local Government Act 2020*.

Report to Council of Colac Otway's Shire Council Audit and Risk Committee (ARC) for presentation to Council by the CEO

1. Introduction

Section 53(1) of the Local Government Act 2020 (the Act) states that "a Council must establish an Audit and Risk Committee (ARC)". Section 54(1) of the Act states "a Council must prepare and approve an Audit and Risk Committee Charter." A Charter has been developed in response to the Act requirements.

The Charter outlines the roles and responsibilities and an annual work plan is developed to ensure these are met throughout the year.

This report covers the ARC meetings held in December 2021 and February 2022. The Committee is required under the Act that it is to report to Council twice each year.

2. ARC Membership

Mr Brian Keane B Econ, FCPA, Independent Chair
Mr Richard Trigg B Comm, FCPA, Independent Member
Ms Melissa Field B Comm, MBA, CA, Independent Member
Cr Graham Costin
Cr Margaret White

3. ARC Purpose

The purpose of the ARC 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 (What We Stand For)
- Governance structure
- Risk management
- Internal control framework
- Oversight of the internal audit activity, external auditors and other providers of assurance
- Financial and performance statements and public accountability reporting.

It does this by adherence to its annual work plan and a formal agenda for each meeting.

4. Responsibilities and Activities for the period

a. Operational Governance:

The recently appointed 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.

b. Values and Ethics:

At the December meeting, ARC reviewed the communication process and mechanisms used by management to ensure high ethical standards are maintained. An annual report will be submitted to ARC for revision.

c. Financial Reporting:

Council Policy 11.1 – *Rates Assistance to Community Groups* was listed on the 2021 Audit and Risk Committee Policy Review Plan for review by ARC. The policy was adopted by Council in October and was subsequently provided to ARC for information at the December meeting.

At the December meeting, ARC noted the 2020-21 Financial Statements and 2020-21 Performance Statements, as submitted to the Minister Local Government, as well as the 10-year financial plan.

ARC also reviewed Council's year to date financial position to 31 December at both meetings during this period.

d. Internal Control:

ARC was presented with the Chief Executive Officer Employment and Remuneration Policy in accordance with the Local Government Act 2020. It was noted that the policy had been adopted by Council at its October 2021 meeting. Further the Community Engagement Policy, previously adopted by Council at its February 2021 meeting was also noted. Both these documents were tabled at the December 2021 ARC meeting.

At each meeting, ARC is provided with an analysis of financial performance to budget, cash flow management and major capital initiatives.

ARC was also provided with an update on purchasing controls being addressed in the Council's systems. A further update will be provided at the May meeting.

e. Risk Management:

ARC received a report providing a review of Council's current insurance program and OH&S Strategic Action Plan. It also received a paper outlining Council's IT Disaster Recovery Plan framework and testing regime including cyber security. The Committee reviewed Council's risk management framework, processes, risk appetite statement and strategic risk profile.

f. Fraud and Corruption Prevention:

At the December meeting, ARC was advised of an attempt to fraud through the use of phishing. Appropriate controls are in place to minimise loss through this type of fraud.

g. Internal Audit:

At each meeting, a report is provided highlighting progress against the approved Internal Audit program.

The Internal Audit Progress Report as at 27 January 2022 provided a summary of the internal audit projects as per the Internal Audit Plan 2021 - 2022. These are:

- HR Performance Management – Completed.
- Cyber Crime Assessment – Report in production.
- Project Management – Scheduled to commence 22 March 2022.
- Follow Up of Previous Audit Findings – Commencement date to be confirmed.

The completed HR Performance Report was tabled at the December meeting. Recommendations have been assessed by Council Officers and responses to issues documented.

The current contract for Internal Audit Services expires on 31 July 2022 and the specifications for a tender were tabled for discussion. Two independent ARC members will take part in the evaluation process in May.

An update on the progress of the individual components of ageing audit recommendations and management's proposal for action is also tabled at each meeting.

h. External Audit:

ARC noted the management responses to outstanding audit findings in the Final Management Letter for the year ending 30 June 2021. At the February meeting, the Committee noted External Audit Strategy for the financial year ending 30 June 2022.

i. Compliance:

ARC noted progress in compliance transition following the implementation of the 2020 LGA Act. It also noted the findings of a number of government agencies integrity reports, especially as how they might be relevant to local government. In addition, the CEO provides at each meeting, a compliance statement outlining issues of concern.

j. Performance Evaluation:

The annual ARC performance evaluation was tabled at the December meeting. The Committee seems to be functioning at a high level. The results have previously been tabled at Council.

5. General:

This report has been reviewed and approved by all members of ARC.

Brian Keane

Chair

Colac Otway Audit and Risk Committee

Item: 10.7

Sale of 36-52 Bruce Street, Colac

OFFICER	Marlo Emmitt
GENERAL MANAGER	Anne Howard
DIVISION	Executive
ATTACHMENTS	Nil

1. PURPOSE

To determine to release the confidential resolution made at the 4 May 2022 unscheduled Council meeting in relation to Agenda Item 4.1, *Sale of 36-52 Bruce Street, Colac*, following the execution of the relevant contract documentation.

2. EXECUTIVE SUMMARY

Pursuant to the provisions of Section 66 of the *Local Government Act 2020* (the Act), the unscheduled Council meeting held on Wednesday 4 May 2022 was closed to the members of the public in order to consider the sale of 36-52 Bruce Street, Colac.

By virtue of the Act, the matter was deemed confidential under sections 3(1)(a) and 3(1)(g)(ii), as the matter dealt with Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released; and private commercial information, being information provided by a business, commercial or financial undertaking that, if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

In the interests of transparency, Council may, by resolution, determine to release information to the public even though it is confidential information.

In accordance with Council's Public Transparency Policy, a decision to release confidential information to the public will only be made if Council, on the advice of the Chief Executive Officer, is satisfied that releasing the confidential information would not:

- be inconsistent with any legal or contractual obligation;
- cause unreasonable disadvantage to any person, including Council; and

- otherwise be contrary to the public interest.

In the interests of public transparency, the Chief Executive Officer recommends Council determine to release the confidential resolution made at the 4 May 2022 unscheduled Council meeting in relation to *Agenda Item 4.1, Sale of 36-52 Bruce Street, Colac*, following the execution of the relevant contract documentation.

3. RECOMMENDATION

That Council, in relation to Confidential Item 4.1 of the 4 May 2022 unscheduled Council meeting:

- 1. Acknowledges that once contract documentation is executed, the release of the resolution will provide transparency to the community and provide context to the preparation of future reports to Council.***
- 2. Determines to release the resolution following the execution of relevant contract documentation.***
- 3. Notes that the remainder of the agenda and minutes will remain confidential.***

4. KEY INFORMATION

The sale of 36-52 Bruce Street is a matter of public and community interest and making the confidential resolution public once matters are finalised, is in keeping with the public transparency principles of the *Local Government Act 2020*.

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020) -

The process followed during the sale of 36-52 Bruce Street, Colac aligns with the overarching governance principles. This report specifically ensures the transparency of Council decisions.

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

Local Government Act 2020

Council's Public Transparency Policy.

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)

No applicable.

Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)

Community engagement was undertaken in line with the requirements and responsibilities of the *Local Government Act 1989* and *2020* when Council gave Public Notice of its intention to sell 36-52 Bruce Street, Colac.

Public Transparency (s58 LGA 2020)

The decision to sell 36-52 Bruce Street, Colac was considered in open Council. The recommendation to make the confidential resolution public (following the execution of relevant contract

documentation) is consistent with the Public Transparency Principles in the *Local Government Act 2020* and Council's Public Transparency Policy.

Alignment to Plans and Strategies

Alignment to Council Plan 2021-2025:

Theme 1 - Strong and Resilient Community

Objective 1: Affordable and available housing will support our growing community and economy

Objective 3: Key infrastructure investment supports our economy and liveability

Objective 5: Grow the Colac Otway Shire's permanent population by at least 1.5%

Financial Management (s101 *Local Government Act 2020*)

Not applicable.

Service Performance (s106 *Local Government Act 2020*)

Not applicable.

Risk Assessment

Not applicable.

Communication/Implementation

Once relevant contract documentation has been executed, it is intended to notify the public via various communication channels including media release and information on Council's website.

Human Rights Charter

Nothing in this report seeks to interfere or violate any person's human rights.

Officer General or Material Interest

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

Item: 10.8

Revocation of Authorised Officers under the Planning and Environment Act 1987

OFFICER	Maree Powell
GENERAL MANAGER	Errol Lawrence
DIVISION	Corporate Services
ATTACHMENTS	1. For Revocation - Instrument of Appointment and Authorisation - Tony Mc Gann [10.8.1 - 1 page]

1. PURPOSE

The purpose of the report is to revoke the Instrument of Appointment and Authorisation for Tony McGann who is no longer employed by Council.

2. EXECUTIVE SUMMARY

Instruments of Appointment and Authorisation to Council officers under the *Planning and Environment Act 1987* are required to be signed under resolution of Council and in the case of employee resignations also require Council to revoke the Instrument of Appointment.

3. RECOMMENDATION

That Council revokes the Instrument of Appointment and Authorisation under the Planning and Environment Act 1987 for Tony McGann.

4. KEY INFORMATION

The *Planning and Environment Act 1987* establishes a framework for planning the use, development and protection of land in Victoria in the present and long-term interests of all Victorians.

Various staff members within the Council's Planning and Environment & Community Safety units are required to undertake assessments, give advice or investigate various issues in relation to the Act. In order to undertake these assessments legally, particularly during issues of non-compliance, authorisation under section 147(4) of the *Planning and Environment Act 1987* is required.

Council's former General Manager Environment and Infrastructure is no longer working for Council and therefore the current Authorisation is required to be revoked by Council.

5. CONSIDERATIONS

Overarching Governance Principles (s(9)(2) LGA 2020)

Council decisions are to be made and actions taken in accordance with the relevant law. Under section 224(1) of the *Local Government Act 1989* a Council may appoint any person other than a Councillor to be an authorised officer for the purposes of the administration and enforcement of any Act, regulations or local laws which relate to the functions and powers of the Council. Authorisations to Council officers under the *Planning and Environment Act 1987*, are required to be signed and/or revoked by resolution of Council.

Policies and Relevant Law (s(9)(2)(a) LGA 2020)

Instruments of Appointment and Authorisation are only provided to any person required to be an authorised officer for the purposes of the administration and enforcement of any Act, regulations or local laws which relate to the functions and powers of the Council. Those authorised under the *Planning and Environment Act 1987* must be made or revoked by resolution of Council.

Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)

Not applicable.

Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)

Not applicable.

Public Transparency (s58 LGA 2020)

Not applicable.

Alignment to Plans and Strategies

Alignment to Council Plan 2021-2025:

Theme 4 – Strong Leadership and Management

Objective 1: We commit to a program of best practice and continuous improvement

Financial Management (s101 Local Government Act 2020)

Not applicable.

Service Performance (s106 Local Government Act 2020)

Not applicable.

Risk Assessment

Not applicable.

Communication/Implementation

If so resolved, a copy of the Instrument of Appointment and Authorisation, noting revocation of the Instrument, will be sent to the Chief Executive Officer for signing.

Human Rights Charter

Not applicable.

Officer General or Material Interest

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

Options

Option 1 – Revokes the Instrument of Appointment and Authorisation

This option is recommended by officers as the person is no longer employed by Council and therefore should not be an Authorised Officer of Council.

Option 2 – Revokes the Instrument of Appointment and Authorisation with Amendments

This option is not recommended by officers as the Instrument needs only to be revoked to cease its currency.

Option 3 – Do not revoke the Instrument of Appointment and Authorisation

This option is not recommended by officers as the person would still retain the powers under the Act authorised by Council while not employed by Council.



INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(Planning and Environment Act 1987)

In this Instrument "officer" means –

TONY MCGANN

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


1. Under section 147(4) of the *Planning and Environment Act 1987* appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. Under section 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this Instrument.

It is declared that this Instrument –

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

This Instrument is authorised by a resolution of the Colac Otway Shire Council on 24 February 2021.

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


.....
Chief Executive Officer

Dated 25/2/2021



Item: 10.9

Report of Informal Meetings of Councillors

OFFICER	Lyndal Redford
CHIEF EXECUTIVE OFFICER	Anne Howard
DIVISION	Executive
ATTACHMENTS	<ol style="list-style-type: none"> 1. Informal Meeting of Councillors - Councillor Briefing - 13 April 2022 - CB 20220413 [10.9.1 - 2 pages] 2. Informal Meeting of Councillors - Bruce Street land sale meeting - 20 April 2022 - 20220420 [10.9.2 - 2 pages] 3. Informal Meeting of Councillors - Special Council meeting preparation - 20 April 2022 - SCM 20220420 [10.9.3 - 2 pages] 4. Informal Meeting of Councillors - Bruce Street land sale meeting - 27 April 2022 - 20220427 [10.9.4 - 2 pages] 5. Informal Meeting of Councillors - Council meeting preparation - 27 April 2022 - CM 20220427 [10.9.5 - 2 pages] 6. Informal Meeting of Councillors - Councillor Briefing - 4 May 2022 - CB 20220504 [10.9.6 - 2 pages] 7. Informal Meeting of Councillors - Unscheduled Council meeting preparation - 4 May 2022 - UCM 2022050 [10.9.7 - 2 pages] 8. Informal Meeting of Councillors Record - City Deals Executive Steering Committee - 20220510 [10.9.8 - 1 page] 9. Informal Meeting of Councillors - Councillor Briefing - 11 May 2022 - CB 20220511 [10.9.9 - 3 pages] 10. Assembly of Councillors - Colac Regional Saleyards Advisory Committee Meeting - 13 May 2022 [10.9.10 - 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.

1. Councillor Briefing	13 April 2022
2. Bruce Street Land Sale Meeting	20 April 2022
3. Special Council Meeting Preparation	20 April 2022
4. Bruce Street Land Sale Meeting	27 April 2022
5. Council Meeting Preparation	27 April 2022
6. Councillor Briefing	4 May 2022
7. Unscheduled Council Meeting Preparation	4 May 2022
8. City Deals Executive Steering Committee	10 May 2022
9. Councillor Briefing	11 May 2022
10. Colac Regional Saleyards Advisory Committee	13 May 2022

3. KEY INFORMATION

The following Informal Meetings of Councillors have been held and are attached to this report:

1. Councillor Briefing	13 April 2022
2. Bruce Street Land Sale Meeting	20 April 2022
3. Special Council Meeting Preparation	20 April 2022
4. Bruce Street Land Sale Meeting	27 April 2022
5. Council Meeting Preparation	27 April 2022
6. Councillor Briefing	4 May 2022
7. Unscheduled Council Meeting Preparation	4 May 2022
8. City Deals Executive Steering Committee	10 May 2022
9. Councillor Briefing	11 May 2022
10. Colac Regional Saleyards Advisory Committee	13 May 2022

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

Councillor Briefing

Date: 13 April 2022

Time: 11.30am

Meeting Location: Meeting Rooms 1 and 2 COPACC and by videoconference

Invitees:

Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt

Attendees:

Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Chris Potter, Anne Howard, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Tamzin McLennan (by videoconference), Louise Harvey, Doug McNeill, Simon Clarke, Elizabeth McIntosh (by videoconference), Amanda Barber, Toni Uphill, Steven Baker (by videoconference)

External attendees:

Nil

Apologies:

Cr Margaret White, Cr Joe McCracken

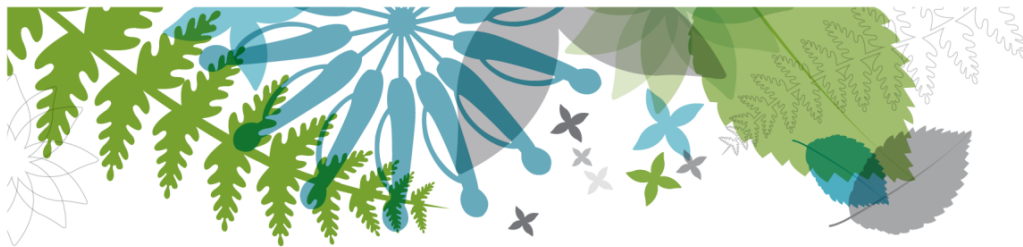
Absent:

Nil

Meeting Commenced at: 11.51am

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Nil			



Councillor Briefing – 13 April 2022		
Time	Item	Attendees
11.51am – 12.17pm	Apollo Bay Early Years Hub childcare extension feasibility study Cr Kate Hanson left the meeting at 11.51am; returned at 11.52am.	Tamzin McLennan
12.17pm – 12.35pm	Advocacy Document Cr Jamie Bell attended the meeting at 12.20pm.	Anne Howard
12.35pm – 1.04pm	Break	
1.04pm – 1.21pm	Deans Creek Precinct Structure Plan Project Scope/Process Cr Jamie Bell left the meeting at 1.10pm; returned at 1.14pm.	Doug McNeill Simon Clarke Elizabeth McIntosh
1.21pm – 2.39pm	Break	
2.39pm – 3.30pm	Council Workshop – 2022-23 Budget V5.1	Amanda Barber Toni Uphill Steven Baker
3.30pm – 3.44pm	General Business	
3.44pm	Meeting closed	



Informal Meeting of Councillors Record

Bruce Street land sale meeting

Date: 20 April 2022

Time: 2.00pm

Meeting Location: The Project Space, Apollo Bay

Invitees:

Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Paula Gardiner

Attendees:

Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Paula Gardiner

External attendees:

Nil

Apologies:

Anne Howard

Absent:

Nil

Meeting Commenced at: 2.05pm

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Nil			



Bruce Street land sale meeting – 20 April 2022		
Time	Item	Attendees
2.05pm – 2.22pm	Bruce Street land sale meeting	Paula Gardiner
2.22pm	Meeting closed	



Informal Meeting of Councillors Record

Special Council Meeting preparation

Date: 20 April 2022

Time: 2.30pm

Meeting Location: The Project Space, Apollo Bay

Invitees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, 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, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Lyndal McLean, Paula Gardiner, Dani Wright
External attendees:
Nil
Apologies:
Anne Howard
Absent:
Nil

Meeting Commenced at: 2.23pm

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Nil			



Special Council Meeting preparation – 20 April 2022		
Time	Item	Attendees
2.23pm – 3.21pm	Special Council Meeting preparation	Paula Gardiner Dani Wright
3.21pm	Meeting closed	



Informal Meeting of Councillors Record

Bruce Street land sale meeting

Date: 27 April 2022

Time: 1.00pm

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, Anne Howard, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Paula Gardiner, Doug McNeill

Attendees:

Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Paula Gardiner, Doug McNeill

External attendees:

Nil

Apologies:

Nil

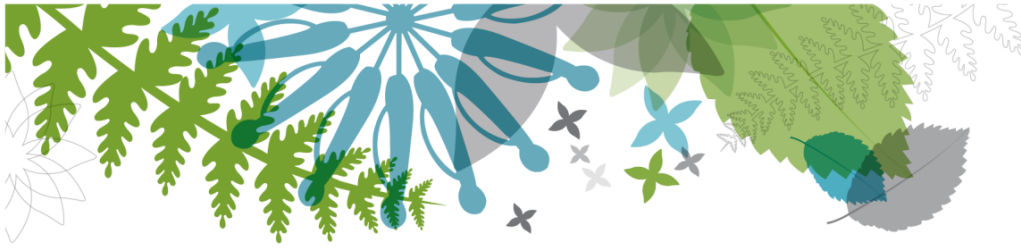
Absent:

Nil

Meeting Commenced at: 1.08pm

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Nil			



Bruce Street land sale meeting – 27 April 2022		
Time	Item	Attendees
1.08pm – 1.36pm	Bruce Street land sale meeting Cr Jamie Bell left the meeting at 1.21pm; returned at 1.29pm.	Paula Gardiner Doug McNeill
1.36pm	Meeting closed	



Informal Meeting of Councillors Record

Council Meeting preparation

Date: 27 April 2022

Time: 2.00pm

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, Anne Howard, 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, Anne Howard, Errol Lawrence, Tony McGann, Ian Seuren, Marlo Emmitt, Lyndal McLean, Paula Gardiner, Dani Wright, James Myatt, Doug McNeill, James McDonald, Dora Novak, Toni Uphill, Amanda Barber, Paul Carmichael, Nicole Frampton

External attendees:

Nil

Apologies:

Nil

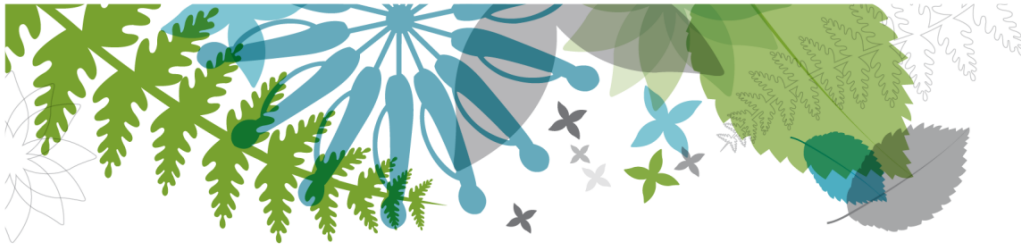
Absent:

Nil

Meeting Commenced at: 1.38pm

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Cr Chris Potter	General	10.9 Memorial Square Public Toilets – Summary of submissions and finalisation of Concept Plan	I am a former Board member of the Colac RSL who have made a submissions on this item.



Council Meeting preparation – 27 April 2022		
Time	Item	Attendees
1.38pm – 3.21pm	<p>Council Meeting preparation</p> <p>Cr Jamie Bell left the meeting at 2.25pm; returned at 2.29pm. Cr Joe McCracken left the meeting at 2.33pm; returned at 2.39pm. Having declared a conflict of interest for item 10.9 Memorial Square Public Toilets – Summary of submissions and finalisation of Concept Plan, Cr Chris Potter left the meeting prior to discussion on this item at 2.40pm; returned after discussion on this item was completed at 2.44pm.</p>	<p>Paula Gardiner Dani Wright James Myatt Doug McNeill James McDonald Dora Novak Toni Uphill Amanda Barber Paul Carmichael Nicole Frampton</p>
3.21pm	Meeting closed	



Informal Meeting of Councillors Record

Councillor Briefing

Date: 4 May 2022

Time: 11.30am

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, Anne Howard, Errol Lawrence, Doug McNeill, 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, Anne Howard, Errol Lawrence, Doug McNeill, Ian Seuren, Cameron Duthie, Mark Robinson, Daniel Roberts, Simone Robertson, Dora Novak, Erin Sonego, Peter Macdonald, Tamzin McLennan, James Myatt, Frank Castles

External attendees:

Nil

Apologies:

Marlo Emmitt

Absent:

Nil

Meeting Commenced at: 11.33am

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Cr McCracken	Material	Hillview Planning Scheme Amendment Request	I live in a housing estate adjoining the proposal. The proposed estate, if completed, could impact my amenity or even property value.



Councillor Briefing – 4 May 2022		
Time	Item	Attendees
11.33am – 11.53am	Street Tree Planting	Cameron Duthie Mark Robinson Daniel Roberts
11.53am – 12.29pm	Hard Waste Services	Cameron Duthie Simone Robertson
12.29pm – 12.55pm	Meredith Park Management Arrangements – Options Investigation	Dora Novak
12.55pm – 1.35pm	Break	
1.35pm – 1.44pm	Hillview Planning Scheme Amendment Request Having declared a conflict of interest, Cr McCracken left the meeting at 1.35pm prior to discussion commencing. Cr Bell attended the meeting at 1.35pm.	Erin Sonego
1.44pm – 1.53pm	Reconciliation Action Plan for Colac Otway Shire Council Cr McCracken returned to the meeting at 1.44pm.	Peter Macdonald Tamzin McLennan
1.53pm – 2.09pm	General Business <ul style="list-style-type: none"> Forrest Caravan Park 	
2.09pm – 2.21pm	Lavers Hill Pool Funding Agreement	James Myatt
2.21pm – 2.53pm	City Deals Project – Designs Update Cr Hanson left the meeting at 2.24pm; returned at 2.26pm. Cr Hart left the meeting at 2.39pm; returned at 2.41pm. Cr McCracken left the meeting at 2.45pm.	Frank Castles
2.53pm – 3.15pm	General Business <ul style="list-style-type: none"> Port of Apollo Bay Great Ocean Road Authority Electric Vehicle Chargers in Apollo Bay MAV meeting Apollo Bay Recreation Reserve Masterplan Cr McCracken returned to the meeting at 2.53pm. Cr Bell left the meeting at 3.09pm; returned at 3.14pm.	
3.15pm	Meeting closed	



Informal Meeting of Councillors Record

Unscheduled Council Meeting preparation

Date: 4 May 2022

Time: 3.15pm

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, Anne Howard, Errol Lawrence, Doug McNeill, 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, Anne Howard, Errol Lawrence, Doug McNeill, Ian Seuren, Lyndal McLean, Paula Gardiner

External attendees:

Nil

Apologies:

Marlo Emmitt

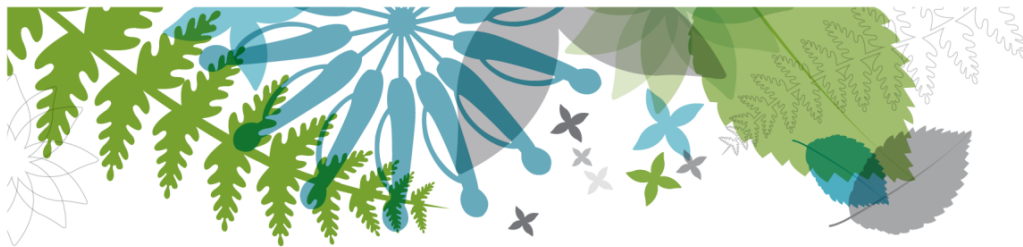
Absent:

Nil

Meeting Commenced at: 3.15pm

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Nil			



Unscheduled Council Meeting preparation – 4 May 2022		
Time	Item	Attendees
3.15pm – 3.32pm	Unscheduled Council Meeting preparation	Paula Gardiner
3.32pm	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: City Deal Projects COS Executive Steering Committee Meeting

Date: 10/05/2022 **Time:** 11:15am

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, Apollo Bay Harbour Redevelopment 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:
Anne Howard (COS CEO), Doug McNeill (COS GM Environment & Infrastructure - Acting), Errol Lawrence (COS GM Corporate Services), Ian Seuren (COS GM Development & Community), Frank Castles (City Deals - Project Director), Lisa Healey (City Deals - Administrator & Projects)
Apology: Marlo Emmitt (Manager COS Governance)

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: 11 May 2022

Time: 11.00am

Meeting Location: Meeting Room 1 COPACC and by videoconference

Invitees:

Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Doug McNeill, Ian Seuren, Marlo Emmitt

Attendees:

Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Doug McNeill, Ian Seuren, James Myatt, Dora Novak, Fiona Maw (by videoconference), Adrian Healey (by videoconference), Robert Uebergang (by videoconference), Paula Gardiner, Amila Wijekoon, Tamzin McLennan, Nicole Frampton, Mark Robinson, Cameron Duthie, Simon Clarke, Sally Conway, Tim Brain, Louise Harvey, Jo Grainger, Lucy Moloney

External attendees:

Principal Urban Designer, Tract Consulting, (by videoconference)
Acting Planning Manager – Great Ocean Road Coast and Parks Authority (by videoconference)
General Manager, Great Ocean Road Regional Tourism

Apologies:

Cr Joe McCracken, Marlo Emmitt

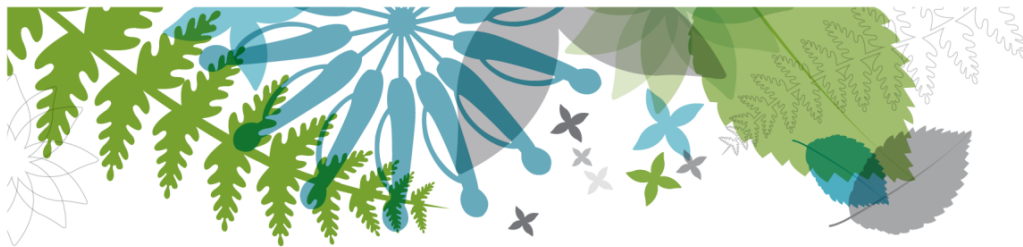
Absent:

Nil

Meeting Commenced at: 11.04am

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Nil			



Councillor Briefing – 11 May 2022		
Time	Item	Attendees
11.04am-11.28am	Preliminary Assessment Report – Ecotourism Certification	James Myatt Dora Novak Fiona Maw Adrian Healey
11.28am-11.42am	Asset Management Strategy and Policy	Robert Uebergang Paula Gardiner Amila Wijekoon
11.42am-12.02pm	Bike Park / Unauthorised jumps discussions continued Cr Bell attended the meeting at 11.55am.	Tamzin McLennan Nicole Frampton Mark Robinson Cameron Duthie
12.02pm-12.26pm	Draft Apollo Bay, Skenes Creek & Marengo Community Infrastructure Plan Cr Hart left the meeting at 12.07pm; returned at 12.09pm.	Principal Urban Designer, Tract Consulting, Acting Planning Manager – Great Ocean Road Coast and Parks Authority) Doug McNeill Simon Clarke Tim Brain Sally Conway Paula Gardiner
12.26pm-12.30pm	Councillor and EA to CEO, Mayor and Councillors catch up	Louise Harvey
12.30pm-1.22pm	Break	
1.22pm-2.18pm	ColacVIC Cr Hart left the meeting at 2.04pm; returned at 2.08pm. Cr Bell left the meeting at 2.05pm; returned at 2.09pm.	General Manager, Great Ocean Road Regional Tourism James Myatt Jo Grainger Adrian Healey
2.18pm-2.47pm	Lavers Hill Pool Funding Agreement	James Myatt Lucy Moloney
2.47pm-2.50pm	LRCI Projects	



Councillor Briefing – 11 May 2022		
Time	Item	Attendees
2.50pm-3.10pm	Break	
3.10pm-3.41pm	Planning Application PP389/2021-1 - Temporary use of Land for Place of Assembly (Music Festival), Camping and Associated Works - 185-265 Telegraph Road, Murroon	Ian Williams
3.41pm-3.56pm	General Business: <ul style="list-style-type: none"> • Electric vehicle charging stations • Barongarook Creek Bridge • Harris Street Footpath • G21 • Forrest Caravan Park • Bruce Street land sale 	
3.56pm	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: Colac Regional Saleyards Advisory Committee Meeting

Date: 13/05/2022

Time: 8:30am

Meeting Location: Colac Regional Saleyards

Matter/s Discussed: Draft Terms of Reference, Crush, Australian Standards 5340:2020 – Livestock Loading/Unloading Ramps & Forcing Pens, ScanClear, OH&S Matters, General Business.

In Attendance:

Councillors:
Cr Jamie Bell
Officers:
James Myatt – Manager of Economy and Business Enterprises Tamara Bateman – Saleyards Operations Coordinator

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: James Myatt

