



COUNCIL MEETING

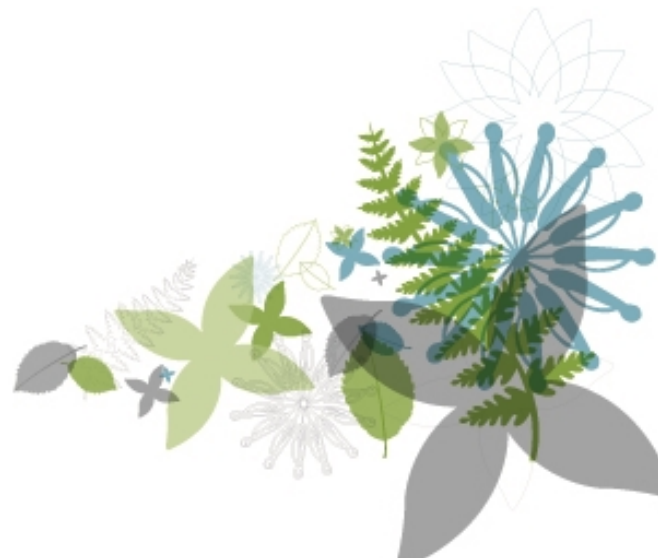
AGENDA

Wednesday 27 July 2022

at 4:00 PM

by videoconference

Next Council Meeting: 24 August 2022



COLAC OTWAY SHIRE COUNCIL MEETING

Wednesday 27 July 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 by videoconference on Wednesday 27 July 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.

5 QUESTION TIME

Written questions must be received by 5pm on Monday 25 July 2022 through the 'Questions to Council' page on Council's website or to inq@colacotway.vic.gov.au

Any person wishing to participate in public question time by video-conference will need to register their intention to do so by contacting Council by phone on 5232 9400 or email to inq@colacotway.vic.gov.au prior to 5pm on Monday 25 July 2022. A maximum of 30 minutes is allowed for question time. To ensure that each member of the gallery has the opportunity to ask questions, it may be necessary to allow a maximum of two questions from each person in the first instance. You must ask a question. Question time is not a forum for public debate or statements.

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

6 PETITIONS / JOINT LETTERS

Nil

7 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.

8 CONFIRMATION OF MINUTES

- Council Meeting held on 29 June 2022.

RECOMMENDATION

That Council confirm the minutes of the Council Meeting held on 29 June 2022.

Item: 9.1

Community Awards Review

OFFICER	Fiona Maw
GENERAL MANAGER	Ian Seuren
DIVISION	Development and Community Services
ATTACHMENTS	<ol style="list-style-type: none">1. Survey Results - Q 11 Further Comments - Colac Otway January 26 Event Community Consultation Survey [9.1.1 - 3 pages]2. Survey Results - Q 10 Further Comments - Colac Otway January 26 Event Community Consultation Survey [9.1.2 - 3 pages]3. Response - Colac Otway Shire Community Awards being held at Kana - Executive Committee of the Colac [9.1.3 - 1 page]

1. PURPOSE

The purpose of this report is to consider a review of the 2022 Colac Otway Community Awards and associated event.

2. EXECUTIVE SUMMARY

In August/September 2021 Council undertook a review of its Australia Day event and awards involving community consultation resulting in Council resolving on 15 December 2021 to hold the 2022 Community Awards ceremony as part of the Colac Kana festival. The resolution also recommended the reduction in award categories from five to three, being:

- Citizen of the Year
- Young Citizen of the Year
- Community Service of the Year (individual/group)

Council also sought to conduct a review of the awards and event held in 2022 with a view to re-confirm the venue and categories from 2023 onwards.

This report provides a summary of the findings of the review of the Colac Otway Shire Community Awards and event in accordance with the resolution.

3. RECOMMENDATION

That Council:

- 1. Holds the Colac Otway Shire Community Awards at the Colac Kana Festival in 2023 and beyond, until such time an alternative option is identified and agreed to by resolution of Council.***
- 2. Maintains the current Community Award categories for 2023 and beyond, being:***
 - a. Citizen of the Year.***
 - b. Young Citizen of the Year.***
 - c. Community Service of the Year (Individual, Group or Multiple Award).***

4. KEY INFORMATION

As part of the review of the Australia Day event and awards, a community survey was conducted receiving 252 responses. Questions sought the community's view on a variety of elements pertaining to the awards including whether Community Awards should continue to take place and if so, where they should be held (refer Attachment 1) and which Community Award categories should be utilised (refer Attachment 2).

As a result of the findings of community consultation, Council resolved at its 15 December 2021 Meeting that:

- 1. Resolves to hold the Colac Otway Community Awards Ceremony at the Colac Kana Festival in 2022, and then consider whether other locations, events or partnerships across the Shire might deliver greater inclusion, recognition or community value in these awards.***
- 2. Approves the following three categories for future Colac Otway Community Awards:***
 - a. Citizen of the Year***
 - b. Young Citizen of the Year***
 - c. Community Service Award (Individual, Group or Multiple Award).***
- 3. Confirms that Council employees are eligible to be nominated for a Colac Otway Community Award for achievements and work performed outside of their role as a Council employee.***
- 4. Reviews the event and awards, and reports to a Councillor Briefing.***

As per the resolution, officers have undertaken a review of the event and the awards, with a report provided to a recent Councillor Briefing.

As a result of the review and further discussions, the following information is provided for consideration:

- It is believed that the current three award categories are appropriate and allowed for nominations across a broad spectrum of interest areas within the community.
- Colac Kana Festival through its location at Memorial Square, Colac, and its inclusive community philosophy, exposed the Community Awards to a new and potentially broader audience that gained pride and insights into their community through witnessing the award presentation (refer Attachment 3).
- The Colac Kana Committee have indicated that they fully support the inclusion of the Awards at the Colac Kana Festival (refer Attachment 3).

- The Colac Kana Festival event is held in the first half of the calendar year, which allows for potentially more nominations in the Young Citizen of the Year category, through capture of school students and winter sport participants from the previous year.
- A greater number of submissions were received in 2022 than in recent years. This may be attributed to the change in categories and/or the move to host the Community Awards on a day other than the 26 January. It may also be attributed to the establishment of an online submission form and targeted social media marketing showcasing the experiences of previous award winners.
- After reviewing Council's nomination assessment process against that of other Councils, it is recommended that officers continue to assess nominations against the eligibility criteria but no longer score nominations. Instead, eligible nominations are provided to Councillors who assess against the award criteria and determine award recipients.

5. CONSIDERATIONS

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

The report recommends addressing the location and award categories of Council's Community Award ensuring that the transparency of Council decisions, actions and information.

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

Not applicable.

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

Not applicable.

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

As part of the broader review of Australia Day events and awards, a community survey was undertaken in August/September 2021 and received 252 responses. Questions sought the community's view on a variety of elements pertaining to the awards and associated event. Recommendations made in this report align with the feedback received through the community consultation.

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 1: All people have the opportunity to achieve and thrive in our shire

Objective 3: We are a safe, equitable and inclusive community

Financial Management (s101 Local Government Act 2020)

Council has a small allocation in its 2022-2023 budget to enable the facilitation of the Community Awards. There is no impact on the budget through consideration of this report.

Service Performance (s106 Local Government Act 2020)

Not applicable.

Risk Assessment

Not applicable.

Communication/Implementation

Should Council support the officer recommendation, the Colac Kana Festival Committee will be notified of the decision and a booking confirmed for the hosting of the Community Awards at Kana.

Council will commence seeking nominations for the Community Awards later this calendar year through its normal process.

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 recommendations as presented

This option is recommended by officers as it has been guided by broad community consultation undertaken in relation to award categories and event location and has been informed by feedback received from the community and Councillors.

Option 2 – Adopt the recommendations with amendments

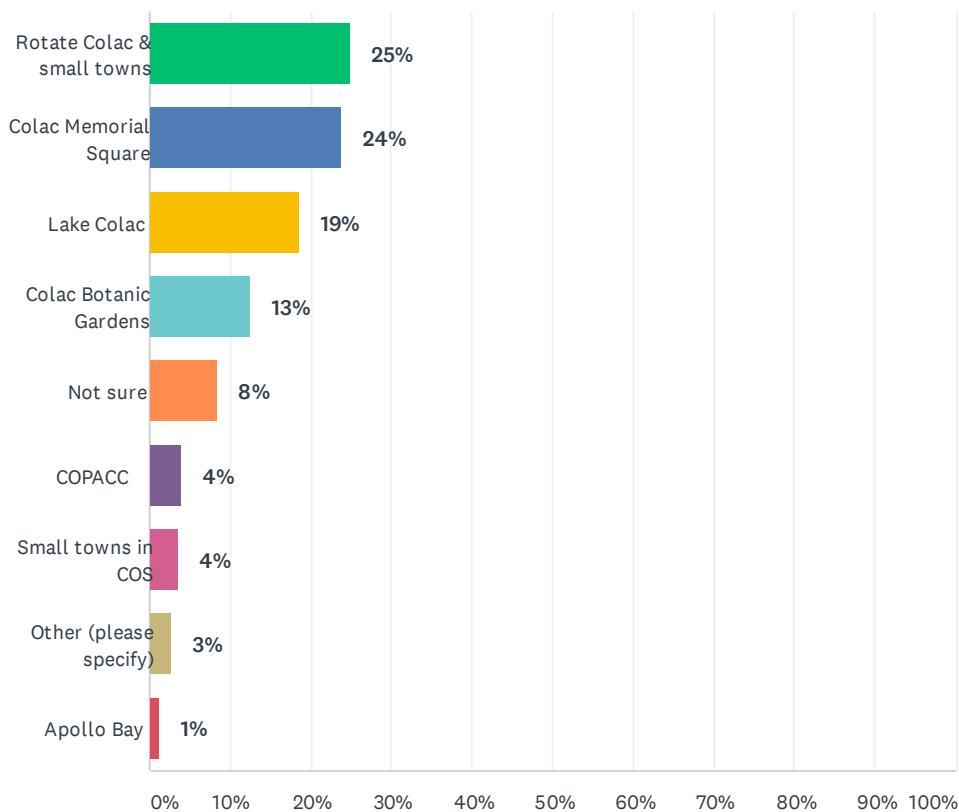
This option is not recommended by officers as officers have carefully reviewed the Community Awards categories, assessment process and event considering community feedback and feedback from the Colac Kana Festival Committee.

Option 3 – Do not adopt the recommendations

This option is not recommended by officers as it will delay the ability to conduct the Community Awards nomination process and potentially the Community Awards event, should an alternative location need to be sought.

Q11 If the Colac Otway Shire were to hold such events in future, where would prefer they be held?

Answered: 248 Skipped: 4



ANSWER CHOICES	RESPONSES	
Rotate Colac & small towns	25%	62
Colac Memorial Square	24%	59
Lake Colac	19%	46
Colac Botanic Gardens	13%	31
Not sure	8%	21
COPACC	4%	10
Small towns in COS	4%	9
Other (please specify)	3%	7
Apollo Bay	1%	3
TOTAL		248

#	FURTHER COMMENTS	DATE
1	It is an attractive venue that could accommodate groups of people of varying sizes	9/10/2021 4:31 PM
2	Community strengthening and sustainability s/b the focus of any Shire Council.	9/10/2021 4:30 PM
3	Insurance and a lack of volunteers impacts the ability to have it in smaller towns. Maybe ask each year if there is any interest.	9/10/2021 10:42 AM

Document 9.1.1 Survey Results - Q 11 Further Comments - Colac Otway January 26 Event Community Consultation Survey
Colac Otway January 26 Event Community Consultation Survey

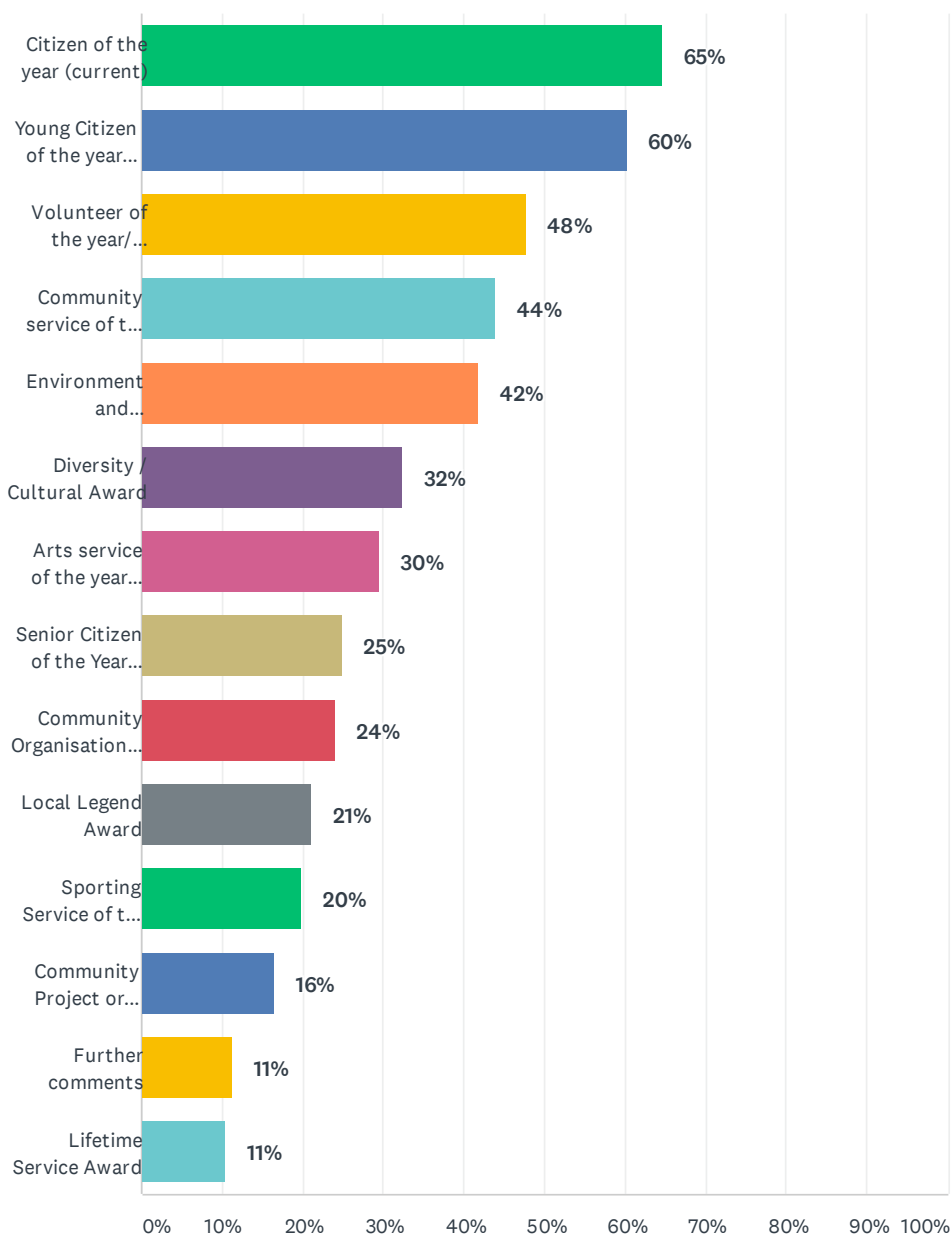
4	I think the idea of moving them around the Shire was good. If the nature of the celebrations were changed to be more inclusive of our history and the local indigenous communities, then maybe the smaller communities would be more inclined to be part of them. Taking my previous comments into account as well re date.	9/8/2021 7:56 AM
5	I think small towns could take it in turns to host the event	9/7/2021 5:36 PM
6	When in Colac at the lake/botanical gardens	9/6/2021 10:44 AM
7	But on on the 26th of January! Its is a day to be sorry not celebrating.	9/6/2021 7:12 AM
8	It allows residents all over the shire to feel inclusive.	9/4/2021 9:07 PM
9	Don't hold an event !	9/3/2021 4:12 PM
10	Colac Memorial Square in Colac but open to other towns such as Apollo Bay, Wye River, Beeac, Gellibrand by an expression of interest. Other towns should be given the opportunity to apply but not forced to apply	9/3/2021 1:25 PM
11	Which events are you referring to? Australia Day celebrations, New Citizens ceremony or Aust Day Community Awards? Or all of them? I think they could be separated. Lake Colac for a community celebration (like the Band Together event), but COPACC would be fine for the New Citizens & Awards ceremonies.	9/3/2021 11:39 AM
12	If you must, hold it in Colac where most of the population is.	9/2/2021 9:59 PM
13	I think the idea of rotating between Colac and small towns is great but only with support from those small towns to assist with activities and entertainment to ensure the event is a success. Whilst it seems preferential treatment is given to Colac and Apollo Bay as hosts for big events, its because they get greater community support to provide a more enticing event offering and therefor greater turnout	9/2/2021 10:32 AM
14	I think each town should hold their own little gathering. Awards can be presented at one town for the whole shire and the other town hold a little bbq or gathering of their own as well.	9/1/2021 7:24 PM
15	Plenty of shade, and a lovely venue/area to hold an event to celebrate being Australian. Room for an organised picnic/BBQ etc	9/1/2021 7:12 AM
16	Any steps to combat any existing and historic marginalisation within our community, Is only a good thing.	9/1/2021 6:33 AM
17	Our lake is beautiful and the community should be encouraged to spend more time enjoying the natural beauty of our best asset.	9/1/2021 6:11 AM
18	Time of year impact on indoors v outdoor Square or COPAC	9/1/2021 12:10 AM
19	What events?	9/1/2021 12:09 AM
20	Only if the date is to change from January 26, and if it's not changed I will prefer the event not be held at all	8/31/2021 11:36 PM
21	Unfortunately Colac Otway Shire covers a big area. I've really enjoyed the events held in Birregurra and Beeac, but when it is held in Apollo Bay, it feels like we don't have a local official Australia Day event. Ideally then I think for me, the Shire might do better to hold two events every year. One for the Apollo Bay area and one for the Colac area. For the Colac are, rotate it between the smaller towns and Colac, utilising either the botanic gardens or Lake Colac. Memorial Square is already well utilised for events throughout the year, let's utilise other Shire assets.	8/31/2021 11:24 PM
22	The gardens aren't utilised enough	8/31/2021 10:34 PM
23	If the shire were to be proactive and change the date, then I would love to see Lake Colac and the Botanical Gardens be utilised	8/31/2021 9:42 PM
24	This depends on when you hold it Is it during the day the night We have some amazing ovals too But you can't go past COPACC And the Lake but you can't do it on the cheap	8/31/2021 9:38 PM
25	Don't think jan 26 needs an event but hosting citizenship at local halls is fine	8/31/2021 9:17 PM
26	It should be at the colac lake like it was years ago, it was very popular but then as usual colac Otway shire stopped a really good thing , start bringing back stuff like this to colac it would make huge improvements to the town	8/31/2021 8:06 PM
27	I would like our best natural town asset utilised as much as possible	8/31/2021 8:04 PM
28	Should alternate between Colac and Apollo Bay.	8/31/2021 7:47 PM

Document 9.1.1 Survey Results - Q 11 Further Comments - Colac Otway January 26 Event Community Consultation Survey
Colac Otway January 26 Event Community Consultation Survey

29	utilise the beautiful lake	8/31/2021 7:24 PM
30	Bring back the event that was held with the big fair, music events and fireworks which I think was around 2000. That was the most memorable Australia Day event ever and the whole event was extremely successful	8/31/2021 3:43 PM
31	The central meeting place of the Shire.	8/28/2021 5:04 PM
32	If you must, rotate between Colac and Apollo Bay, where infrastructure to support events is available and Council doesn't have to spend a fortune on setup costs. It should not be on January 26.	8/27/2021 6:19 PM
33	The market has spoken - smaller communities didn't express interest in the past so you had to drop the EoI process. I would speculate that the only people interested in such events are those who feel it normal to dress up in suits on the day - a tiny proportion of ratepayers. Facetious suggestion: Yes, Lake Colac, but out in the middle of it. Ha ha.	8/27/2021 2:11 PM
34	Change the date and acknowledge Massacre events in the areas of celebration.	8/27/2021 9:27 AM
35	Colac and Apollo Bay	8/26/2021 9:13 PM
36	Rotate around, Colac, Apollo Bay, Beeac, Birri etc	8/26/2021 8:35 PM
37	Rotating between Colac and Apollo Bay. Memorial square Colac. Foreshore Apollo Bay	8/26/2021 7:42 PM
38	Colac is the main city of the shire, should always be held there, and then maybe duplicate it at appollobay, like it used to be	8/26/2021 7:21 PM
39	Copacc	8/26/2021 4:37 PM
40	Mix it up in Colac, we have excellent venues and parks	8/26/2021 3:17 PM
41	All of the above have their own positives. The lake would need some work to tidy up but has some appeal with the water and botanical gardens. Given the time of year, outdoors would be better than being inside at COPACC. I appreciate whilst there may be some sensitivity with Australia Day, you cannot erase history but can learn and like anything there has been some significant positives that have happened that makes Australia the great free country that it is today.	8/26/2021 1:46 PM

Q10 Which of the following award categories would you like to see included in the Colac Otway Shire community awards? Please select a maximum of five award categories.

Answered: 237 Skipped: 15



Document 9.1.2 Survey Results - Q 10 Further Comments - Colac Otway January 26 Event Community Consultation Survey
Colac Otway January 26 Event Community Consultation Survey

ANSWER CHOICES	RESPONSES	
Citizen of the year (current)	65%	153
Young Citizen of the year (current)	60%	143
Volunteer of the year/ Community Service Award	48%	113
Community service of the year (current)	44%	104
Environment and Sustainability award (individual or business)	42%	99
Diversity / Cultural Award	32%	77
Arts service of the year (current)	30%	70
Senior Citizen of the Year (must be at least 70 years)	25%	59
Community Organisation of the Year	24%	57
Local Legend Award	21%	50
Sporting Service of the year (current)	20%	47
Community Project or Event of the Year	16%	39
Further comments	11%	27
Lifetime Service Award	11%	25
Total Respondents: 237		

#	FURTHER COMMENTS	DATE
1	emphasis away from individuals onto community organisations through which people usually achieve what they do	9/9/2021 6:34 AM
2	Don't have too many awards, because it dilutes the significance of them. And long awards ceremonies and speeches are boring.	9/6/2021 4:10 PM
3	None	9/6/2021 7:10 AM
4	Disability Achievement Award	9/5/2021 3:32 PM
5	I think it is important that a diversity award be incorporated into the awards given the multicultural nature of not only Victoria but also Colac Otway. I think it is Council's responsibility to take their vision to encourage Diversity and stand by that, by having it as an integral part of the community awards to ensure that efforts to support diversity in the local community are both recognised and encouraged	9/2/2021 10:29 AM
6	I'm not sure any specific awards are necessary. Just a day to celebrate Australia and Australians, especially recognising our indigenous community and valuing multiculturalism and diversity.	9/1/2021 4:38 PM
7	Why not link with the business awards and have community categories?	9/1/2021 3:53 PM
8	All. Diverse acknowledgement of individuals and admirable achievements in our community are all good.	9/1/2021 6:31 AM
9	All of the Above but on a Different Day.	8/31/2021 11:34 PM
10	Aboriginal specific award	8/31/2021 10:06 PM
11	They all should be celebrated... why only 5?	8/31/2021 9:54 PM
12	I believe that most of these could be picked and why shouldn't they Celebrate the people	8/31/2021 9:36 PM
13	I would like to see all of these categories be awarded to recognise our community members. This MUST be on a different date. Why is Colac Otway Shire remaining inactive. Take a stand be our allies!!	8/31/2021 9:36 PM
14	Indigenous recognition (education)	8/31/2021 9:25 PM
15	They all sound great. The more the merrier	8/31/2021 8:31 PM

Document 9.1.2 Survey Results - Q 10 Further Comments - Colac Otway January 26 Event Community Consultation Survey
Colac Otway January 26 Event Community Consultation Survey

16	The emphasis being on the CURRENT year. I think on some occasions I have seen citizens honoured for service rendered to organisations in the past but which they are no longer involved with due to age, illness or other reasons.	8/31/2021 8:28 PM
17	Diversity , culture should apply to all categories so best person is awardees	8/31/2021 8:03 PM
18	Don't need too many awards	8/31/2021 7:32 PM
19	Keep the citizen and young citizen as well	8/31/2021 3:40 PM
20	No need to complicate - by including too many categories there is sure to be a group who misses out.	8/31/2021 2:39 PM
21	Don't have environment awards, keep it broad and focussed on community	8/30/2021 1:41 PM
22	Acknowledgement for Indigenous Community Services Award	8/28/2021 4:39 PM
23	In an environment where money is tight, this is a discretionary activity that Council should downscale. Keep it small and simple. Too many award categories dilutes the prestige.	8/27/2021 6:16 PM
24	Local Legends are often older people in the community but we have some young leaders who wouldn't be likely to be recognised, so i suggest a "Young Leaders" award where leadership isn't recognised by achievement but by how the person goes about showing leadership and helping their community	8/26/2021 9:47 PM
25	No further comment	8/26/2021 7:55 PM
26	Out of those categories, I think Citizen of the Year, Senior Citizen of the Year and Lifetime Service Award have potential for a lot of overlap / bias towards the older generation. I think the awards should be as diverse as possible.	8/26/2021 5:25 PM
27	I would like to tick every category. The more we celebrate the achievements of volunteers the better in my opinion. Lifeblood of our community	8/26/2021 3:16 PM

Debriefing Comments

Re: Colac Otway Shire Community Awards

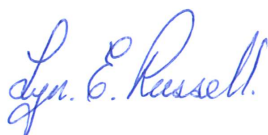
- 1) As per Survey results number 11
- 2) We recognize that we should have included steps and hand rails to be available on the day.
Note has been added to Stage Coordinator notes for 2023 Kana. Contractor to be notified.

Some comments made to committee on day

- 1) Never been to awards before but found it interesting and informative.
- 2) Didn't realize that Colac had such quiet achievers and volunteers
- 3) Awards well deserved and good acknowledgement of voluntary work that goes unrecognized in our community
- 4) Good to see Councillors taking part and good publicity for Council
- 5) Never been before but listening to what was said made me realize what wonderful people are in the community
- 6) Changed my mind about awards being held on Australia Day but still want a Shire led celebration of Australia Day

Colac Kana Festival Inc

The Executive Committee of the Colac Kana Festival Inc fully support the Colac Otway Shire Community Awards being held as part the Colac Kana Festival.



Secretary

Colac Kana Festival Inc



AGM - Thursday August 18th @ 7pm.

Item: 9.2

City Reserves Planning Project

OFFICER	Nicole Frampton
GENERAL MANAGER	Ian Seuren
DIVISION	Development and Community Services
ATTACHMENTS	1. Colac City Reserves Planning Project - Draft Report [9.2.1 - 44 pages]

1. PURPOSE

The purpose of this report is to present the attached 'Colac City Reserves Planning Project' Draft Report inclusive of draft master plans for Eastern Reserve, Western Reserve, Lake Oval (Colac Cricket Ground) and Central Reserve, for Council's consideration to release on public exhibition seeking feedback from the community for 6 weeks from 1 August 2022 to 11 September 2022.

2. EXECUTIVE SUMMARY

Council was successful in receiving \$30,000 funding from the State Government under the 2020-2021 Local Sports Infrastructure Fund (LSIF) Planning category to undertake master planning for four of Council's four main Colac city reserves (Eastern Reserve, Western Reserve, Lake Oval (Colac Cricket Ground) and Central Reserve). Council's contribution towards completing the project is \$50,000, which was allocated in the 2021/22 financial year, taking the total project value to \$80,000.

Council appointed recreation consultants *Insight Leisure Planning* to complete the project.

Following an extensive engagement process with the reserve user groups and key stakeholders, draft master plans for each of the reserves have now been finalised for Council to release for public exhibition seeking the views from user groups and the broader community.

The attached 'Colac City Reserves Planning Project' draft report inclusive of draft master plans for Eastern Reserve, Western Reserve, Lake Oval (Colac Cricket Ground) and Central Reserve, includes an implementation plan inclusive of high, medium and low priorities. The draft master plans recommend more than 54 separate but interconnected projects across the four reserves. An overall ranking of the identified actions is included in the report, which was developed by assessing the identified actions/reserve improvements based on the Principles Based Planning Framework developed for this project. The identified facility improvements/actions for implementation from the Elliminyt Recreation Reserve Master Plan 2018 have also been included in the overall ranking based on total

score, and forms part of the overall Implementation Plan. Including the Elliminyt Recreation Reserve Master Plan actions, there are 83 actions for implementation. The total estimated cost for full implementation of the master plans including Elliminyt Recreation Reserve is in excess of \$32 million.

Preparation of the draft master plans have been the culmination of detailed reserve user group and key stakeholder engagement during the study period. This report recommends that the 'Colac City Reserves Planning Project' be released for public exhibition seeking feedback from the community for six weeks from 1 August to 11 September 2022. This is an important step to ensure the project provides an opportunity for the broader community, including local residents and club members, to be involved in reviewing and shaping the final master plans.

3. RECOMMENDATION

That Council:

- 1. Receives the Colac City Reserves Planning Project Draft Report inclusive of draft master plans for Eastern Reserve, Western Reserve, Lake Oval (Colac Cricket Ground) and Central Reserve.***
- 2. Notes that the Colac City Reserves Planning Project Draft Report has been prepared based on a high level of engagement with the reserve user groups and key stakeholders.***
- 3. In accordance with Council's Community Engagement Policy 2022, publicly exhibits the Colac City Reserves Planning Project Draft Report from 1 August 2022 to 11 September 2022.***
- 4. Hears verbal presentations from submitters at a Submissions Committee meeting following completion of the public exhibition period, noting that the date and location of a Submissions Committee meeting will be determined and endorsed by Council at a future meeting.***
- 5. Notes that a report on the findings of the consultation and engagement process, and the final version of the Colac City Reserves Planning Project Report incorporating any appropriate changes arising from the public exhibition process, will be presented to a future Council Meeting.***

4. KEY INFORMATION

Background

For the past 12 months, officers have been working with consultants *Insight Leisure Planning* and key stakeholders/user groups at the Eastern Reserve, Western Reserve, Lake Oval (Colac Cricket Ground) and Central Reserve to develop draft master plans to guide future development at each reserve, supported by a Principles Based Planning Framework to prioritise future work.

A Preliminary Directions Report was developed in September 2021. The purpose of the report was to guide reserve improvements and actions, outline the current issues, provide preliminary directions for each of the reserves for further discussion with key stakeholders and reserve user groups. A Principles Based Planning Framework was also developed to be used to assess the proposed reserve improvements and provide an overall priorities project ranking list across all five of the Colac City Reserves (incorporating Elliminyt Recreation Reserve). These directions for each of the reserves were presented to key stakeholders and reserve user groups in November 2021.

Initial preliminary draft master plans were presented to the reserve user groups and key stakeholders for discussion in April 2022, with groups asked to provide feedback.

Following an extensive engagement process with the reserve user groups and key stakeholders for each of the reserves, draft master plans have now been finalised, and officers seek support from Council to release for public exhibition to seek broader community feedback. The accompanying report includes the prioritisation of identified reserve improvements using a Principles Based Planning Framework which has been developed in completing this project. It is envisaged that the Principles Based Planning Framework will be a tool that can be used to assess and prioritise recreation projects at other municipal reserves in the future.

Why are master plans needed?

Master plans are long-term site-specific plans which guide the future development at a reserve. Very few state or federal government funding programs will invest in projects at sporting reserves without master plans to underpin the need for facility improvements. The development of site-specific master plans for the Colac City Reserves will provide Council with strategic direction for existing and user group requested reserve improvements. The cost of implementing all actions identified for each of the reserves is substantial and beyond the capability of Council to fund in the future without support from other levels of government. Implementing identified master plan actions will require a partnership approach and future Council budget considerations to fully scope projects, as well as the ability to access significant state and federal government funding to partner with Council and the community in the delivery of the identified facility improvements.

Emerging issues

With the exception of the Central Reserve, many off-field facilities (and some on-field) at the Colac City reserves are nearing, at or beyond their useful asset life. Whilst Council's new Asset Plan and specific asset plans (building and recreation and open space) identify that some of our social infrastructure is at the end of its life structurally, the Colac City Reserves Planning Project also considers functionality, and has found that many of our reserve's assets are no longer fit for purpose, as they don't meet current sports facility guidelines, gender equity or modern expectations for active sport. As a result, in many cases a 'like-for-like' replacement (as forecast in the Asset Plan and Long Term Financial Plan) is not possible, because sporting facility guidelines and general community expectations require facilities at higher base standards than what currently exist.

Another issue is the growing gap between community expectations and Council's capacity to deliver new or improved infrastructure. Due to a range of limitations that Council is working within (space at existing reserves, site conditions, a lack of alternative sites, budget constraints etc.) some of the solutions that the draft master plans propose are compromised - i.e. they are the best solutions available within the constraints of the reserve, but they are not always the 'ideal' solutions that clubs and user groups want.

A majority of the actions in the draft master plan proposes projects that either replace existing infrastructure, or bring facilities at reserves to current base standards (either like-for-like or upgraded). There are some elements within the master plans that are more aspirational, in that they propose additional levels of service; that is, an asset or facility that Council currently doesn't offer. Examples of these within the draft master plans include walking paths, additional netball courts, formalised car parking, playgrounds or considerably expanded facilities (e.g. additional cricket/baseball practice nets). All projects will be subject to assessment against the Principles Based Planning Framework, and due to Council's constrained financial resources, priority will generally be given to maintenance and upgrade of existing infrastructure over new levels of service.

Proposed Master Plan actions

The draft master plans recommend more than 54 separate but interconnected projects across the four reserves (refer Attachment 1 – Implementation Plan – page 29). Including the Elliminyt Recreation Reserve Master Plan actions, there are 83 actions for implementation (see pages 30-31). A number of the proposed reserve improvements will require additional planning and engagement/consultation when undertaking further design work.

The total estimated cost for full implementation of the master plans including Elliminyt Recreation Reserve is in excess of \$32.77 million.

Master Plan overview per reserve

Eastern Reserve

The Eastern Reserve has been the most challenging master plan to conceive and negotiate with user groups, primarily because the Eastern Reserve is a former landfill site. This has resulted in issues with the playing surface due to ongoing subsidence issues. In addition, the two primary user groups of the oval (City United Cricket Club and Colac Braves Baseball Club) have conflicting uses. Competition cricket is affected by the baseball diamond (with the baseball diamond located within the cricket outfield), and the cricket wicket in on the baseball outfield. Pages 9 (existing conditions) and 18 (proposed changes) of the draft master plan provide a visual illustration of these challenges.

As such the proposed reserve improvements relate to what needs to happen at the reserve to maintain the sustainability of the existing clubs until such time as other more suitable open space becomes available and Council can consider moving one or both sports off the Eastern Reserve to a more appropriate site.

As such, the draft master plan proposes improvements to core infrastructure and facilities to allow the clubs to operate in a safe and sustainable manner. Such improvements include moving the baseball diamond off the oval playing area to improve player safety, Council investing in more resources into ongoing oval inspections and rectification work annually to address subsidence of the oval surface, upgrading the netball courts surface to provide a safer playing environment, and providing gender neutral compliant changerooms and amenities to comply with sports facility standards and the existing female participation at the reserve (netball, cricket and baseball).

Other improvements include the construction of a reserve path network, and the formalisation and improvement of parking areas throughout the reserve. A significant safety improvement which needs to be implemented is the better management and restriction of vehicle traffic between the pavilion and the oval surface.

Western Reserve

Western Reserve's biggest challenge is its space constraints. As Colac's home for women's football (that albeit is in recess this year due to the after-effects of COVID), oval tenants have a shared vision of ensuring the change facilities are gender-neutral to support growth in women's football in the future, whilst also supporting junior and women's cricket. This will necessitate the redevelopment of the reserve's ageing change facilities.

Another major project is the addition of a second netball court, which football-netball leagues aspire to at all local reserves if possible.

Other notable proposed improvements include the inclusion of the oval perimeter walking path and playspace to service local residents, and the upgrade of the cricket practice nets to an outdoor three-

net configuration including power to comply with minimum Cricket Australia Facility Guidelines for local club cricket.

Lake Oval (Colac Cricket Ground)

The Lake Oval is shared by the Colac Cricket Club and the Colac and District Football Umpires Association. The pavilion is at the end of its useful life, doesn't meet sports facility standards and needs replacing. Other proposed changes at the Lake Oval include the addition of a perimeter walking path, proposed parking changes along Queens Avenue to address current safety issues, and the installation of power and a third lane for the cricket practice nets.

Central Reserve

The Central Reserve is the shire's only regional-standard reserve which has undergone a range of improvements over the past decade including a playing surface upgrade, oval lighting upgrades, the addition of a new pavilion and upgrade of the existing facilities under the grandstand to provide gender neutral changerooms and amenities, a new netball pavilion inclusive of player and umpire changerooms and amenities and matchday office, and the redevelopment of the netball courts including match standard lighting. Whilst the improvements so far have primarily serviced the main users, being football and netball, the new works proposed in the draft Central Reserve master plan focuses more on improving the multi-use capacity of the reserve including facilities which encourage wider community use (i.e. upgrades to the youth precinct near the skate park, a fenced dog off-leash area) and improvements for the reserve's other users, being the Colac Dog Obedience Club, Colac Little Athletics Club, and women's and junior cricket.

Elliminyt Recreation Reserve

A master plan for the Elliminyt Recreation Reserve was developed in 2017-2018, with Council adopting the final Elliminyt Recreation Reserve Master Plan 2018 (including the oval pavilion revised concept design proposal) at its December 2018 Council Meeting. Some actions contained in the master plan have either been completed, or have recently received funding to be completed in the near future. The remaining master plan actions identified for implementation have been scored using the Principles Based Planning Framework and included in the Overall Prioritised City Reserves Master Plans Action Plan.

Funding challenges

One of the major challenges associated with implementing the master plan actions is the cost to upgrade facilities and the funding opportunities available from other levels of government. Sport and Recreation Victoria (SRV) provides funding under the Local Sports Infrastructure Fund (LSIF) for recreation and sporting facilities such as those that are contained in the draft master plans. However, SRV's LSIF funding program is currently capped at up to \$300,000 for the Community Facilities category and up to \$1 million for the Female Friendly Facilities category. These two funding streams currently have a funding ratio of SRV \$3:\$1 local contribution.

The costs to upgrade larger projects such as changeroom/pavilion upgrades will require significant matching contributions or partnership funding in order to apply for funding. Club contributions will also be important; however, officers note that post-COVID, some clubs are still struggling with numbers on the field, off-field volunteering and by default, fundraising.

Council's support to release the draft master plans for broader community engagement and subsequent future adoption of the master plans does not directly commit Council or the tenant clubs to a responsibility for funding the implementation of the identified projects. It is likely that there will be a reliance on state and federal government funding to realise many of the projects listed in the draft master plans. Clubs should also be encouraged to apply for funding to implement actions specific

to their sport/club i.e. spectator viewing areas, storage shed expansion, electronic scoreboards, behind the goal netting, cricket practice nets, etc.

The reserve master plan actions have been prioritised overall using the Principles Based Planning Framework, which could use a staged budgeting approach for master plan implementation. The master plans are designed as a flexible guide, with changes in user priorities, asset condition deterioration or earlier opportunities for funding potentially changing the prioritisation list.

5. CONSIDERATIONS

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

This report aligns with the following Governance Principles in that:

- b) it strives to improve existing facilities for current and future communities.
- d) the reserve tenant clubs and key stakeholders have been actively involved in identifying the proposed facility improvements contained in the reserve specific draft master plans.
- f) the project is a collaboration between Council and the State Government (funding received through LSIF to complete the master plans).

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

Both the Community Vision and Council Plan 2021-2025 identify the need to manage infrastructure assets sustainably and responsibly. Specifically, the Council Plan includes four-year priority 4.2.1 to plan for a sustainable portfolio of assets to deliver the services the community needs, within our financial constraints.

The draft master plans have identified which facilities need upgrading/replacement. With the exception of the Central Reserve, many off-field facilities (and some on-field) at our Colac reserves are nearing, at or beyond their useful asset life, and need replacing. Whilst Council's new Asset Plan and specific Asset Management Plans identify that some of our social infrastructure is at the end of its life structurally, the Colac City Reserves Planning Project also considered functionality, identifying that many reserve facilities have reached a point where they no longer comply with a range of sporting facility standards for football, netball, cricket, baseball or umpiring, as well as matters like universal/gender neutral design, all-abilities access or modern day expectations for active sport.

Identifying these asset deficiencies is the first step towards planning for redeveloped/upgraded facilities so that they are compliant with relevant policies and legislation.

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

Environmental and sustainability considerations will be factored in when implementing certain project elements identified in the final reserve specific master plans. Detailed designs will be undertaken prior to major elements of the final master plans when being implemented.

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

This project has involved a multi-staged planning process with input from reserve user groups and key stakeholders at key phases, as detailed in the draft report. The principles of the IAP2 Participation Spectrum have been applied to the project to guide opportunities for stakeholder engagement throughout the project's phases.

Input from reserve clubs and key stakeholders is reflected in the draft master plans and facility concept designs. The specific groups who have been involved in shaping the proposed master plans include:

- Colac and District Netball Association (winter)
- Colac and District Summer Netball Association (summer)
- City United Cricket Club
- Colac Braves Baseball Club
- Colac Imperials Football Netball Club
- Colac West Cricket Club
- Colac Cricket Club
- Colac and District Football Umpires Association
- Colac Football Netball Club
- Colac Little Athletics Club
- Colac Auskick
- Colac and District Dog Obedience Club
- Colac Otway Rovers AFC (Soccer)
- Colac Youth and Recreation Club
- Irrewarra Cricket Club
- Colac and District Football Netball League (CDFNL)
- Colac and District Cricket Association (CDCA)
- Colac City Bowling Club
- Colac CFA/District 6

This report recommends that the 'Colac City Reserves Planning Project' draft report inclusive of draft master plans for Eastern Reserve, Western Reserve, Lake Oval and Central Reserve, be placed on public exhibition for 6 weeks from 1 August to 11 September 2022. It is then recommended that Council receive a report on the findings of the consultation/engagement process and the final version of the 'Colac City Reserves Planning Project' Report inclusive of master plans for Eastern Reserve, Western Reserve, Lake Oval (Colac Cricket Ground) and Central Reserve, at a future Council Meeting.

Public Transparency (s58 LGA 2020)

The development of the 'Colac City Reserves Planning Project' draft report has been transparent with regular checking in with the reserve user groups in testing the preliminary directions for each of the reserves and preliminary draft master plans. Preparation of the draft master plans have been the culmination of detailed reserve user groups and key stakeholder engagement during the study period.

The draft master plans are now at a stage where broader community engagement is required. This report recommends that the draft master plans be presented to Council, seeking permission for the draft report and master plans be released for broader community engagement. Reserve user groups and key stakeholders will also have the opportunity to distribute the master plans to their members and participants to seek further engagement on the draft master plans.

Alignment to Plans and Strategies

Alignment to Council Plan 2021-2025:

Theme 2 - Valuing the Natural and Built 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

Objective 3: We are a safe, equitable and inclusive community

Financial Management (*s101 Local Government Act 2020*)

One of the major challenges associated with implementing the master plan actions is the cost to upgrade facilities, Council's ability to fund improvements, and the funding opportunities available from other levels of government. The draft master plans recommend more than 54 separate but interconnected projects across the four reserves. Including the Elliminyt Recreation Reserve Master Plan actions, there are 83 actions for implementation. A number of the proposed reserve improvements will require additional planning and engagement/consultation when undertaking further design work. The total estimated cost for full implementation of the draft master plans (including Elliminyt Recreation Reserve) is in excess of \$32.77 million.

Council's Asset Plan, including the Building Asset Management Plan, informs maintenance spending in the Long Term Financial Plan. An analysis will need to be completed prior to the final master plans being developed to determine how the final proposed improvements will be included in and align with Council's Long Term Financial Plan.

Council's support to release the draft master plans for broader community engagement and subsequent future adoption of the master plans does not directly commit Council or the tenant clubs to a responsibility for funding the implementation of the identified projects. It is likely that there will be a reliance on state and federal government funding opportunities to realise many of the projects listed in the master plans. Clubs should also be encouraged to apply for funding to implement actions specific to their sport/club i.e. spectator viewing areas, storage shed expansion, electronic scoreboards, behind the goal netting, cricket practice nets, etc.

This project has strong alignment with the Community Vision and Council Plan 2021-2025 in that it progresses designs for existing facilities which are past their use-by date and need replacing.

Service Performance (*s106 Local Government Act 2020*)

Master plans are long-term site-specific plans which guide the future development at a reserve. This project supports the continued provision of organised sport, and passive and active recreation activities for our community. Many reserve clubs have been lobbying for improvements and upgrades to their facilities for some time. This project provides strategic direction to Council, reserve tenant clubs and key stakeholders for future upgrades to existing recreation reserves and open space areas.

Risk Assessment

There a number of risk issues associated with the existing facilities at the Eastern Reserve, Western Reserve, Lake Oval and Central Reserve. Improvements to these facilities have been identified and prioritised in the respective reserve draft master plans. This project identifies a range of facility improvements at each of the reserves from improving sports surfaces to address safety concerns for slipperiness, undulations, to buildings no longer being fit for purpose. Completing this project has highlighted that a number of existing facilities do not meet current sports facility guidelines and standards, and basic building requirements such as all ability access and gender equity.

Communication/Implementation

The community will be invited to review the draft master plans and provide feedback to Council via the standard submission process. Clubs/user groups will be contacted directly seeking their feedback. The community will be invited to view the draft master plans via a range of communication methods including direct contact with reserve user groups and their members, key stakeholders, the displaying of the plans at the respective reserves, Council's website, through social media and advertising in local newspapers.

It is then recommended that Council receive a report on the findings of the consultation process and the final version of the 'Colac City Reserves Planning Project' Report inclusive of master plans for Eastern Reserve, Western Reserve, Lake Oval (Colac Cricket Ground) and Central Reserve, at a future Council 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 – That Council supports the release of the 'Colac City Reserves Planning Project' draft report inclusive of draft master plans for public exhibition.

This option is recommended by officers as it provides an opportunity for key users and the broader community to be involved in providing feedback on shaping the final master plans for each of the respective reserves.

Option 2 – That Council does not support the release of the 'Colac City Reserves Planning Project' draft report inclusive of draft master plans for public exhibition.

This option is not recommended by officers as this does not provide broader community engagement and input into the finalisation of the master plans for the respective reserves.

Colac City Reserves Planning Project

Colac Recreation Reserve Master Planning

Draft Report July 2022

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The Colac City Reserves Planning Report 2022 is supported by the Victorian Government.

1. Introduction & background

Sport and recreation are significant contributors to the social fabric of the Colac Otway region. Council also recognises that sport and recreation contribute to a range of health, economic, and wellbeing benefits for residents and therefore continues to support a variety of physical activity participation opportunities across the Shire.

Council receives many requests from sporting clubs to upgrade facilities and infrastructure, however, within the context of a constrained budget environment, there is a need for the organisation to prioritise requests to ensure operational sustainability, maximise community benefit and support effective asset management.

As at June 2020, Colac Otway Shire is home to around 21,000 residents. The Colac township (including Elliminyt) has a population of approximately 12,500 residents and services a number of small townships. Colac is the commercial and retail centre for the Shire including key industries such as agriculture, food processing and tourism. This project therefore focuses on strategic planning (i.e. Master Plans) for four of Council's five main Colac City Recreation Reserves, specifically:

- Eastern Reserve,
- Western Reserve,
- Lake Oval (Colac Cricket Ground), and
- Central Reserve.

Note: a master plan for Elliminyt Recreation Reserve has recently been completed and will be considered as part of this project in the development of prioritised actions relevant to the other four reserves.

This project will provide strategic direction to Council, local sporting clubs and key stakeholders to guide potential future facility or infrastructure improvements at each Colac reserve. Importantly, the project will also establish a **Principles Based Planning Framework** that can be used by Council as a tool to assist in providing a coordinated, equitable approach to other sport and recreation investment across the Shire as a whole.

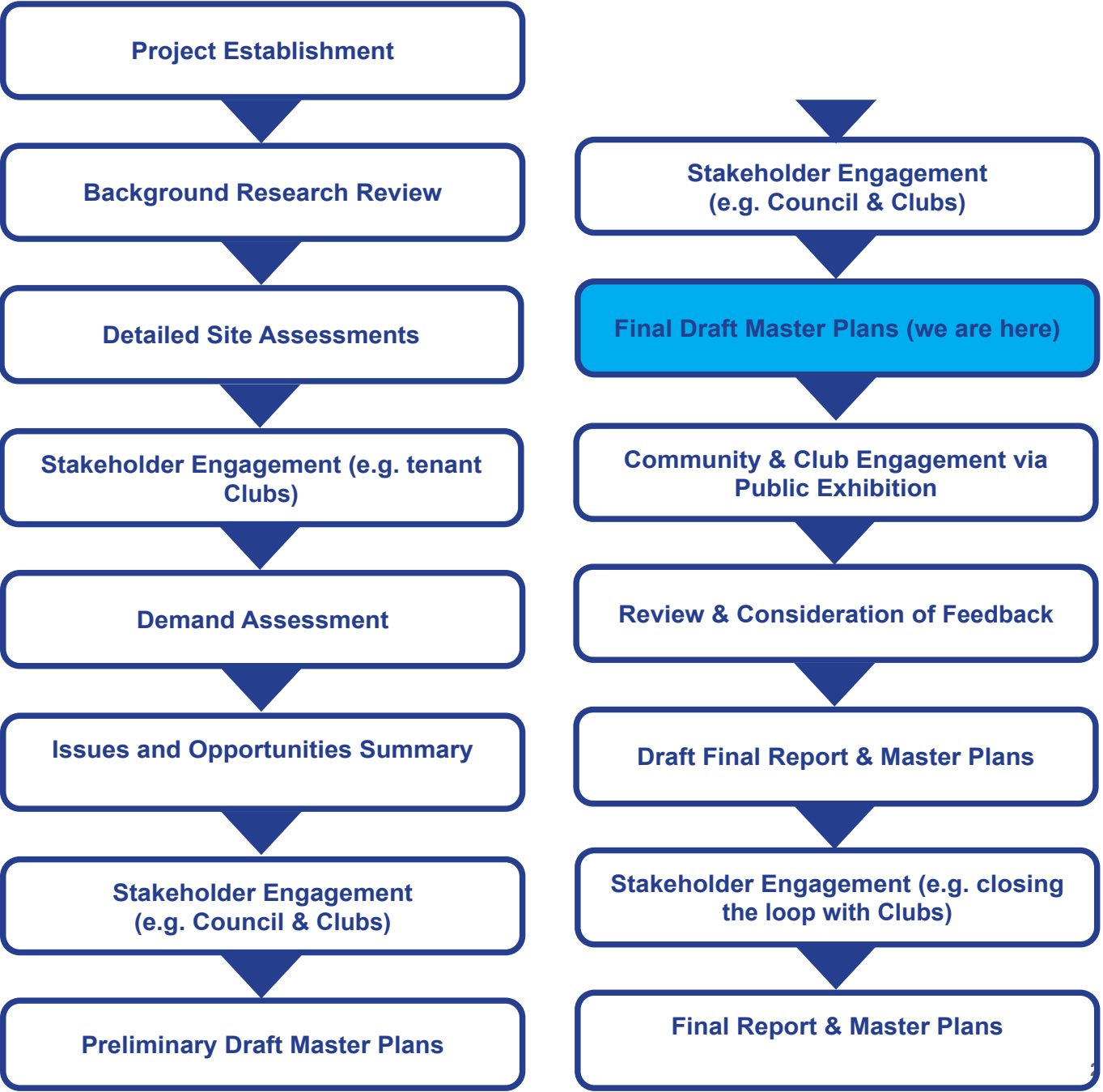


2. Planning Process

The project has involved a multi-stage planning process with input from Council, stakeholders and the community at key phases. In summary, the planning process has been designed to address each of the following critical questions:

- Where are we now / what is our starting position?
- What are the needs / where do we want to be?
- What are our options?
- How will get there?

The following graphic provides a summary of the main project phases with the current phase highlighted.



3. Strategic context

The following section highlights key strategic influences for the project.

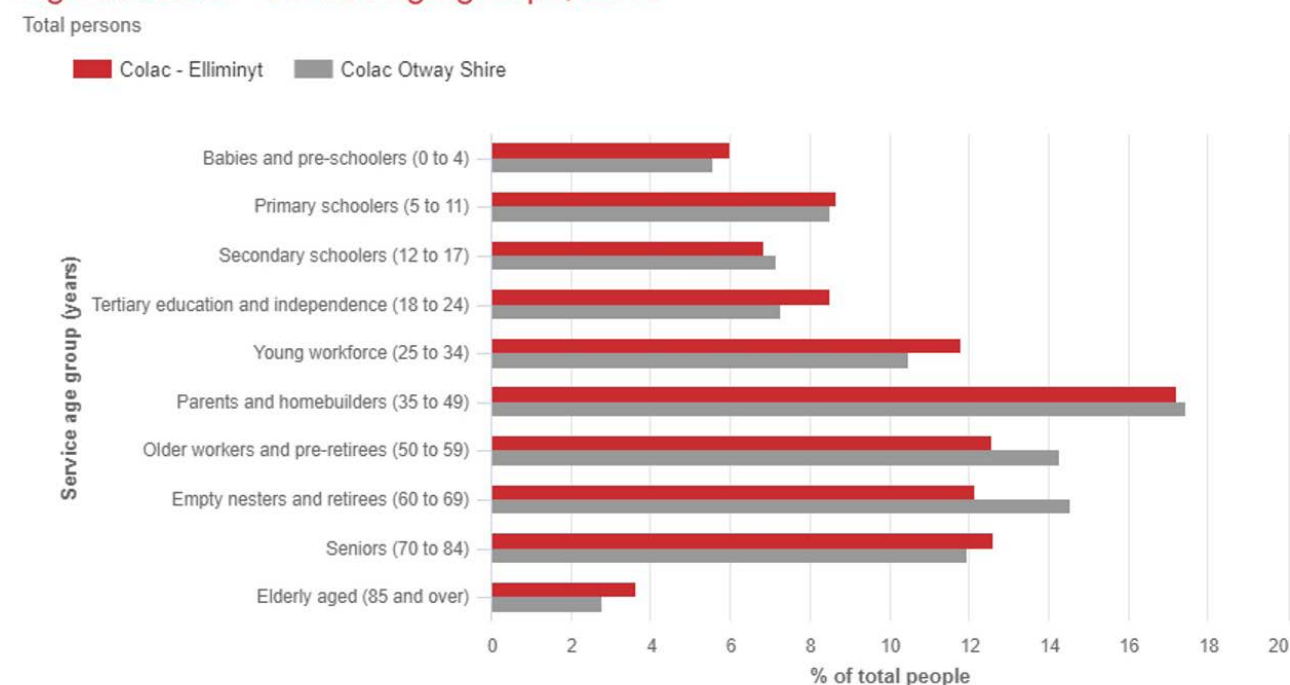
Existing Strategies and Documents

Appendix two provides a detailed summary of relevant background documents. Key implications or considerations for this project from the background document review include:

- Council has limited capacity to increase current Capital Works resourcing, therefore improvement initiatives must consider opportunities to maximise potential external funding.
- Upgrading ageing recreation infrastructure at existing reserves to meet future demand and to comply with modern facility design standards has been well recognised in existing plans and strategies, some dating back over 10-years old.
- Existing change rooms and amenities at each reserve (except some at Central Reserve) fail to meet contemporary standards and requirements for mixed gender use.
- Review the ongoing use of Eastern Reserve oval for formal sports (baseball and cricket) given ongoing subsidence issues, non-compliant infrastructure and future planning to acquire a new Active Recreation Reserve in the Deans Creek growth corridor for lower profile sports such as baseball and rugby (as per Colac 2050 Growth Plan).
- Develop or enhance neighbourhood park facilities such as picnic and play facilities at existing sports reserves.
- Give greater priority to improving the walkability and safety of existing reserves (i.e. pedestrian and vehicle separation, improved traffic management).
- Upgrading reserve facilities and infrastructure may result in higher fees and charges for tenants based on Council's Fees and Charges policy – i.e. reflecting higher asset values and replacement costs.
- Council does not have a policy or guide for acceptable levels, scope and standard of infrastructure provision across reserve hierarchies (e.g. Sport Facility Infrastructure Provision Guide – or similar – e.g. number of cricket nets, netball courts, pavilion sizes, etc). State Sporting Association standards will be used in the absence of a local policy. Such a policy would also define what Council considers 'core' infrastructure that it will fund versus what Clubs are expected to fund.
- Planning principles outlined in existing documents (e.g. Council Plan, Open Space Plan, Recreation Strategy and Physical Activity Strategy), will be used to inform a Principles Based Framework for this project. Furthermore, individual improvement initiatives outlined in each Master Plan may be subject to further detailed planning (if over \$50,000) and Council's annual budget/funding nomination process. Individual projects will be assessed using Council's Capital Works Prioritisation Policy criteria, specifically:
 - Strategic Alignment,
 - Economic Benefit,
 - Social Benefit,
 - Environmental Benefit, and
 - Safety, Risk and Compliance.



Age structure - service age groups, 2016



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by id (informed decisions).

Change in age structure - service age groups, 2011 to 2016



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 and 2016 (Usual residence data). Compiled and presented in profile.id by id (informed decisions).

Population / demographics

As at June 2020, the estimated population of Colac – Elliminyt (12,505 people) accounted for approximately 58% of the total Shire population (21,662 people). However, since the previous year, population growth in Colac – Elliminyt (0.1%) was lower than the Shire-wide average (0.46%) and both were lower than the Regional Victoria average (1.3%).

The adjoining Age Structure (Service Age Groups) graph highlights marginally higher proportions of people aged under 34 years in Colac - Elliminyt compared to the Shire as a whole, coupled with slightly lower proportions of people aged over 35+ years old.

However, analysis of the population changes between 2011-2016 are highlighted in the adjoining graph. This demonstrates an ageing population trend with most increases in those aged 50+ years along with a modest increase in those aged 25-34. Overall the changes are not significant and on their own are unlikely to materially influence demand for active sport participation, however the ongoing ageing profile of the community will continue to drive demand for access to a range of physical activity participation opportunities in addition to club-based sport.

Physical Activity Participation Trends

Formal sport participation has been decimated by the impacts of COVID-19 over the last two years. Entire leagues, competitions and club-based participation have either been cancelled, interrupted or otherwise modified to accommodate health regulations. At a local level this has had a significant impact on club membership, operations and ongoing sustainability (both financially and volunteer capacity).

However, early research¹ indicates COVID-19 appears to have prompted (or perhaps necessitated) the need for more frequent informal physical activity participation. The types of activities that were (or weren't) possible during and after COVID-19's first wave may explain this. Physical activities like walking were still possible and these are typically participated in more frequently than sports, particularly organised sports, which were largely paused during COVID-19.

This has had a greater impact on children than adults, as children are more likely to participate in organised sports compared to adults. This trend can be expected to reverse once life returns to 'normal' conditions post COVID-19, however in the interim it presents an opportunity for each Master Plan to consider broader participation patterns, trends and demands, including influences that were emerging pre-COVID-19. Moving forward, key planning considerations therefore include (but not limited to):

- Improving opportunities for informal physical activity participation – particularly walking, health/fitness and active play.
- Continuing preference for non-sport-related activities (as well as a shift from organised sports to individual sport activities such as running, swimming or cycling).
- Pre-COVID-19 sport trends, in particular increasing demand for female sport participation can be expected to continue. This strengthens demand for gender neutral facilities and capacity to accommodate mixed gender use.
- Increasing demand for AFL (Football) and cricket participation, particularly juniors and females.
- Despite broader increases in female sport participation across Australia in what were considered non-traditional sports, Netball will remain the dominate sport participation preference for women and girls in Colac Otway Shire. This will continue to drive demand for access to adequate netball courts and support amenities which is also influenced by competition structures (i.e. Football Netball Leagues) which increasingly require access to two courts at each ground/reserve to accommodate usage demand.
- Continue to maximise multi-use and mixed-use opportunities at each recreation reserve, including supporting a variety of sports / activities where appropriate.

¹ AusPlay Focus Early impact of COVID-19 on sport and physical activity participation, October 2020


SPORTAUS

EMERGING SPORT PARTICIPATION TRENDS 2021

The impact of COVID-19 on organised sport in Australia

Prepared by Neil Burgin, Director, Strategic Partnerships, Sport Division

October 2021

More recent research from SPORT AUS, October 2021, titled EMERGING SPORT PARTICIPATION TRENDS 2021 - The impact of COVID-19 on organised sport in Australia highlighted ongoing impacts on sport participation and club sustainability, particularly volunteering. Key extracts are included below:

Participation:

The pandemic has affected the sport and physical activity habits of Australians in many ways with participant cohorts responding differently. As an initial 'snapshot,' the June 2021 AusPlay survey data offered two interesting participation insights:

- Adults became more physically active on purpose during COVID-19, resulting in a real increase in frequent participation. This appears to have been driven by women.
- The pandemic also caused a real decrease in children's organised sport. This was largely due to the restrictions placed on community gatherings.

Volunteering:

Prior to the COVID-19 pandemic over three million Australians volunteered in the sport and active recreation sector each year.

In April 2021, Sport Australia released the Future of Sport Volunteering report which highlighted the impact that COVID-19 has had on volunteers in the sport sector, including concerns about the potential for volunteers to not return to sport once restrictions are lifted, "only 53% of adults who volunteered in sport before COVID-19 were back volunteering by March 2021, and while there has been steady improvement in volunteers returning to sport in recent months, this is a critical time to ensure we are doing everything we can to attract and retain volunteers in sport."

The report highlights several opportunity areas for the sport sector to consider, including better collaboration between community sport clubs to drive operational efficiencies, and reframing the perception of volunteering to enhance its value proposition.

Focus Areas:

COVID-19 has influenced many aspects of society and some new habits or behaviours will likely be long-term. Whilst it is likely many Australians will return to pre-pandemic habits and organised sport will also return to normal, is that the best outcome? Has the pandemic provided sport with a pathway to rebuild, address long-standing trends and adapt to meet modern demands?

There are at least three areas of focus for sport to consider in the future.

- Making sport more affordable for low income families.
- Making sport more accessible to migrant groups.
- Making sport more attractive to women.

4. Reserve Summary

The following section provides a consolidated summary of key information informing the strategic context for each site.

Reserve	Eastern	Western	Lake Oval (Colac Cricket Ground)	Central	Eliminyt – defer to 2018 Master Plan
Reserve Hierarchy (OS Strategy)	Township Sports Reserve	Township Sports Reserve	Township Sports Reserve	Regional Sports Reserve	Township Sports Reserve
Main Sports / Activity	<ul style="list-style-type: none"> Cricket (A-Grade, Turf) Baseball (winter) Netball (1 night per week per week - winter and summer competition) 	<ul style="list-style-type: none"> Football (mens and womens) Netball Cricket 	<ul style="list-style-type: none"> Cricket Football Umpires 	<ul style="list-style-type: none"> Football Cricket (women's cricket and junior cricket overflow at former hockey field) Netball Little Athletics Soccer (training only) Dog Obedience Youth & Recreation Club 	<ul style="list-style-type: none"> Football Cricket Netball Tennis Cycling (Velodrome)
Clubs / Groups & Membership	<ul style="list-style-type: none"> Colac & District Netball Association (winter) Colac & District Summer Netball Association (summer) – 2019 approx. 600 participants, 2021 approx. 300 (36 teams down to 22). City United Cricket Club – 2021 approx. 158 members, up from 139 2018. Colac Braves Baseball Club – 2021 approx. 78 members, down from 87 in 2019. 	<ul style="list-style-type: none"> Colac Imperials Football Netball Club – 2021 approx. 209 members, similar to 2018 (207). Colac West Cricket Club 	<ul style="list-style-type: none"> Colac Cricket Club (summer) – 2021 approx. 133 participants, up from 71 in 2018/19. Colac and District Football Umpires Association (winter) 	<ul style="list-style-type: none"> Colac Football Netball Club (main winter tenant, play in GFL) – 2019 approx. 250 playing members and 330 non-playing. Colac Little Athletics Club (main summer tenant) Colac & District Football Netball League (finals football) Colac Auskick – approx. 300-350 participants per week. Colac and District Cricket Association. Colac Otway Rovers AFC (Soccer) Colac and District Dog Obedience Club -2021 approx. 24 participants, down from 56 in 2018/19. Colac Youth and Recreation Club Irrewarra Cricket Club (main summer tenant for the adjacent CSC Community Sports Field and pavilion, also use the main hockey field and hockey rooms for female cricket matches) – 2021 10 teams, approx. 125 members. 	<ul style="list-style-type: none"> South Colac Sports Club Colac Cycling Club Eliminyt Tennis Club City United Cricket Club (overflow ground)

Reserve	Eastern	Western	Lake Oval (Colac Cricket Ground)	Central	Elliminyt – defer to 2018 Master Plan
Priority Aspirations / Requests from Clubs	<ul style="list-style-type: none"> New indoor batting cage (baseball and cricket). Upgraded pavilion for all users including mixed gender change rooms and amenities for players and officials/umpires, improved viewing spaces, welcoming environment, first aid room. Resurface netball courts. Oval resurfacing, levelling and irrigation. Baseball fencing and back netting upgrade. Relocate the baseball diamond off the 'cricket' oval playing area. Improve traffic management, safety, car parking and pedestrian access. Hard seal roads and car parks to prevent dust and mud. 	<ul style="list-style-type: none"> Additional (second) compliant netball court. Compliant training lights for netball courts. Female friendly change rooms for football. Electronic scoreboard. Additional cricket practice pitch (2 now). 	<ul style="list-style-type: none"> Upgrade / replace pavilion facilities – including club storage and female friendly facilities. Additional cricket training nets (2 pitch now). Improve lighting to the oval for winter use by umpires. Improve ground drainage. Access to power at training nets. Electronic scoreboard. Seating. Car parking. 	<ul style="list-style-type: none"> Upgrade / replace the former Hockey Pavilion with a new building for shared use by clubs, including change rooms and storage facilities. Improve spaces around buildings – hard stand areas, landscaping, lighting, etc. Upgrade long-jump pits. Improve traffic controls, car parking and pedestrian safety. Remove fencing (barbed wire) and disused infrastructure. Overflow car parking. Explore options for full sized soccer pitch. Improve mobility access to the main ground. New public toilet block and storage facilities around the netball courts / southern end of the precinct including a playground. Renovation / master plan of CFNC social rooms (council building leased to Club) to create new entry and upgrade of amenities including storage Bitumen sealing of area in front of grandstand and shelter towards netball courts as well as including the carpark at the southern end of the netball courts. 	<ul style="list-style-type: none"> Provide a second netball court. Pavilion redevelopment including new player and umpire change rooms and amenities, officials requirements, and new social rooms and facilities. Oval lighting to minimum average 100 lux.. Power upgrade to facilitate upgraded facilities. Resurface the tennis courts. Construct bike jumps/park on the site. Address pedestrian and vehicle safety issues around the netball court/pavilion area.

Reserve	Eastern	Western	Lake Oval (Colac Cricket Ground)	Central	Elliminyt – defer to 2018 Master Plan
Significant Site Issues / Observations	<ul style="list-style-type: none"> Playing field/oval is not fit for purpose – safety, subsidence and conflict between activities. Infrastructure failing – fencing, playing surface, and baseball back netting non-compliant, baseball batting cage needs replacing, cricket nets are in moderate to poor condition. Poor casual surveillance and access (e.g. rear of houses). Lack clear and safe paths of travel (vehicle and pedestrian accessibility and safety). Pavilion is a basic clubroom – shared but divided between clubs - lacks change rooms and separate umpire facilities (particularly for Netball and Baseball). 	<ul style="list-style-type: none"> Entire reserve is spatially constrained resulting in poor separation between vehicles, pedestrians, surface treatments, clarity and general amenity. Areas for vehicle conflict (squeeze points). Lack defined (sealed) paths for pedestrians (safety and accessibility). Change room facilities are not female friendly or meet recommended facility standards. Lack hard surface areas for spectators and linking buildings. Reserve perimeter fence requires upgrade. No playground provision. Conflict with other reserve users whilst formal sporting activities occurring – ie dog off leash clashing with club training activities. 	<ul style="list-style-type: none"> Lack female friendly change rooms and amenities. Limited oval lighting for football umpires. Lack defined pedestrian paths. Poor vehicle definition and car parking (safety concerns, particularly off Queens Ave and around pavilion). Lack of park furniture to support spectators, general amenity and informal use. Playground is not required due to nearby playspaces at Western Bay Reserve and Colac Botanic Gardens. Conflict with other reserve users whilst formal sporting activities occurring – ie dog off leash clashing with club training activities. 	<ul style="list-style-type: none"> Improve path networks and connections, including improved vehicle/pedestrian separation. Remove old and disused infrastructure (e.g. old long jump run ups, pits, old scoreboard, etc). Little Athletics facilities are spread out and disjointed across the site. No playground on site. Public tennis courts surface and fencing requires upgrade. Conflict with other reserve users whilst formal sporting activities occurring, especially on hockey field – ie dog off leash clashing with club training activities. 	<ul style="list-style-type: none"> Oval - oval including synthetic cricket wicket appear in good condition. Oval flood lighting - does not provide minimum football training standard (50 lux) or 100 lux for match simulation training. Centre wicket is orientated east-west - which is not the preferred orientation, however could not be changed due to velodrome footprint. The main sports pavilion comprises home, away and umpire change rooms and amenities; a social area with separate bar and combined kitchen/canteen facilities, and internal toilets. Once asphalt netball court with lighting and associated change rooms and amenities - club/league desire to provide a second netball court with compliant training standard lighting. Remove old and disused infrastructure (eg old netball rooms). Four asphalt tennis courts none with lighting, fencing in average to poor condition and requires fixing. Small tennis pavilion/clubrooms is in good condition - provide better access from courts to clubrooms. Playground with adjoining BBQ/shelter and seating are in good condition and appear to be popular with local residents and visitors to the region. An extensive internal path network as been developed, however some sections require re-surface or upgrade to concrete to avoid washing away. The public toilet block is in very poor condition, and is poorly located in proximity to other facilities, such as the playground. The reserve has a steep grade which causes site issues for providing accessible grades for the path network, internal road and parking area wash outs. All internal roads and carparking are unsealed.
Other	<ul style="list-style-type: none"> Former Colac Tip site with inadequate engineered clay capping. Significant subsidence expected to continue for foreseeable future. Council currently investigating options for a new baseball batting cage. 	<ul style="list-style-type: none"> Colac Imperials Football Netball Club is the only club with female football teams in the Shire. Oval has match standard lighting (100 lux). Netball courts are serviced by separate (basic) change room and amenities. Council planning to install a new playground behind goals at western end (will require safety netting behind goals). 	<ul style="list-style-type: none"> The reserve is heavily used over summer for cricket (6-7 days per week). Council is in the process of installing some bench seating around the oval. Club planning to install an electronic scoreboard on western side of oval. 	<ul style="list-style-type: none"> Colac's Premier Recreation Reserve. AFL Category 4 standard facilities. New netball courts and pavilion facilities. Oval has match standard lighting (150 lux). Former Hockey fields are used as dog-off lead area, resulting in conflicts with other users. Existing skate park. Consider options to establish a CFA Training track (Council). 	<ul style="list-style-type: none"> New playground facilities recently developed. Velodrome surface has been recently upgraded. New coaches boxes have been purchased for installation to address Cycling Victoria safety requirements. Investigating site appropriateness for bike park.

5. Existing conditions

Eastern Reserve



Legend:

- 1 Pavilion/clubrooms
- 2 Turf Pitch
- 3 Cricket Nets
- 4 Baseball Diamond
- 5 Batting Cage
- 6 Netball Courts
- 7 Main Netball Parking
- 8 Overflow Netball Parking
- 9 Cricket Parking
- 10 Playground
- 11 Barongarook Creek
- 12 Entrance/ Exit
- 14 Cricket / baseball parking

Colac City Reserves Planning Project
Draft Report



Turf cricket wicket and baseball diamond



Existing cricket nets



Baseball back net and players box



Cricket spectators seating



Oval fencing



Damaged Baseball batting cage



Existing pavilion



Six netball courts with lights



Netball hoop with chain



Netball overflow parking area



Baseball practice pads



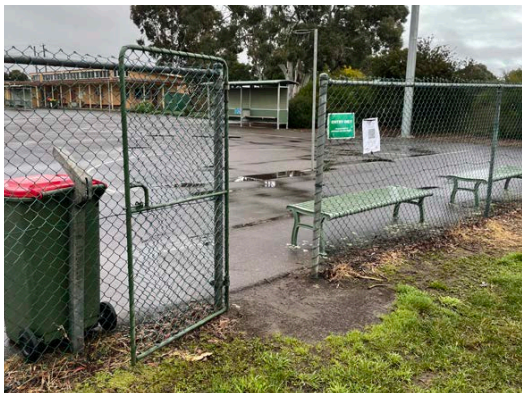
Barongarook Creek



Drinking fountain



Interface to Barongarook Creek



Northern entrance to netball courts



Bike racks near facilities



Entrance off Wilson Street



Entry signage off Wilson Street



Netball main car park



Playground

Western Reserve



Legend:

- 1 Football oval
- 2 Cricket Pitch
- 3 Cricket Nets
- 4 Netball Court
- 5 Netball Half Court
- 6 Netball Change Rooms
- 7 Main Entrance
- 8 Public Toilets
- 9 Railway
- 10 Football clubrooms
- 11 Football/ cricket change rooms
- 12 Water Tank
- 13 Rear Entrance
- 14 Grass Hill/ informal parking
- 15 Informal Parking

Colac City Reserves Planning Project
Draft Report



Football and cricket oval



Clubhouse



Change rooms



View of oval from change rooms



Gravel viewing area



Two cricket nets



Public toilets



Railway line along southern boundary



Water tank for irrigation



Bollards and seats around the oval



Netball change rooms



Netball court



Open forecourt between buildings



Recently upgraded light poles



Established street trees in Sinclair St



Reserve entrance off Cants Road



Residential interface along north boundary



Grassed area in north-west corner of reserve



Main entrance off Sinclair St



Entrance signage off Sinclair St

Lake Oval



- Legend:
- 1 Cricket Oval
 - 2 Cricket Nets
 - 3 Football goal posts
 - 4 Lane to Grants Road
 - 5 Water Tank
 - 6 Pavilion
 - 7 Informal Parking



Cricket oval with concrete pitch



Plastic white picket fence around oval



Pavilion and change rooms



Two cricket nets



Easement along Calvert St



Tree-lined oval



Signage at Queens Ave and Fireman St



Bollards along Queens Ave



Road signs located within the reserve



Tree roots impacting fencing



Bench seats near pavilion



Large tree and storage shed



Water tank behind pavilion



AFL goal posts at one end of oval



Level change between neighbouring houses



Narrow laneway access near pavilion



Views of Lake Colac to the north



Mix of timber and metal edging



Parking along Queens Ave



Small section of footpath with the reserve

Central Reserve



Legend:

- 1 Pavilion (Football) Upstairs rooms and Home and Umpires Change Rooms and Amenities
- 2 Grandstand and Away Change Rooms and Amenities, Accessible Toilet
- 3 Social Rooms
- 4 Colac Youth and Recreation Club
- 5 'Hockey Rooms' including Little Athletics Shed and Dog Obedience Club Shed
- 6 Spectator shelter
- 7 Public Toilet Block
- 8 Football oval
- 9 Netball Courts
- 10 Netball Player and Umpire Change Rooms and amenities, match day office, and storage
- 11 Main Entrance
- 12 Side Entrance
- 13 Sealed car park
- 14 Informal car park
- 15 Public Tennis Courts
- 16 Soccer Training Field
- 17 Cricket pitch
- 18 Shotput court (Little Athletics)
- 19 Long jump (Little Athletics)
- 20 Discus cage (Little Athletics)
- 21 Skate Park
- 22 Grass area
- 23 Former Hockey Field
- 24 Fenced off grass area
- 25 Storage building - old scoreboard building
- 26 Electronic Scoreboard
- 27 Netball and Colac Youth and Recreation Club Car Park



New pavilion



Grandstand



Pavilion with indoor viewing area



Public toilets



AFL football ground



Two netball court with seating and shelter



Netball club house and change rooms



Public tennis courts



Grass area east of oval



Little Athletics discus cage



Little athletics decommissioned long jump pit



Little athletics long jump pit



Little Athletics shotput court



Little Athletics discus cage



Soccer/cricket field next to athletics pavilion



Bike hoops outside new pavilion



Sealed car park behind main buildings



Colac Central Reserve skate park



Grass area behind netball courts and skate park



Main entrance from Gravesend St

Stakeholder Input:

As outlined in section 2 Planning Process, this project has involved a multi-staged methodology with input from key stakeholders at key phases. Whilst the project was impacted by COVID-19 in the early part of the project (2021), in particular restrictions on the capacity to conduct group meetings, this did not stop the Project Team from engaging with key stakeholders, including the use of on-line meetings, forums and individual discussions where needed.

The principals of the IAP2 Participation Spectrum have been applied to the project to guide opportunities for stakeholder engagement across the continuum including Inform, Consult, Involve, Collaborate and Empower.



Input from clubs and stakeholders is reflected in the master plans and facility concepts designs that follow this section. Engagement has been critical to informing:

- Site Assessments i.e. understanding operational and functionality requirements;
- Demand Assessment i.e. understanding current use and membership/participation changes;
- Issues & Opportunities Summary i.e. feedback on preliminary directions and priorities;
- Draft Master Plans i.e. refining initial concept designs, functional layout and relative priorities; and
- Final Master Plans i.e. support for recommendations, directions and ongoing collaboration.

6. Draft Master Plans

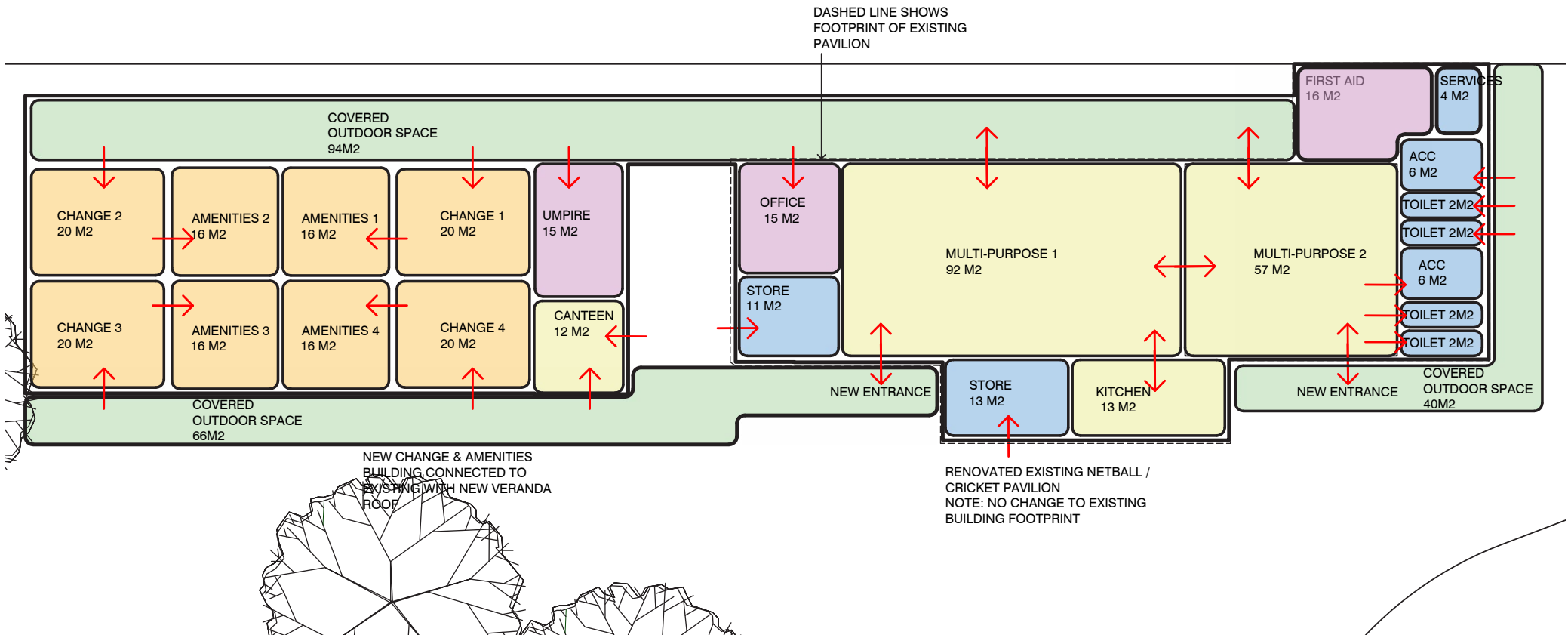
Eastern Reserve



- Key: In order of priority.
(Refer to page 27 for score)
- | High | Medium | Low |
|------|--------|-----|
| 1 | 2 | 3 |
- 1 Council to undertake a bi-annual review of the oval playing surface and rectify subsidence and undulations through top-dressing and/or levelling as required to ensure ongoing safety and suitability of the playing surface. A higher degree of maintenance will be required to keep the playing surface safe and playable.
 - 2 Resurface asphalt netball courts to address cracking and to improve user safety (i.e. reduce slippage) and to ensure compliance with current standards, including court surrounds. New fence and gate access along western interface.
 - 3 Construct baseball diamond off the cricket oval. New netting, boxes, and seating to be included. Baseball outfield, netting and boxes are not to ABL standards, however mirror the existing playing field sizes. Outfield approx. 82m from home base. Infield lighting to be provided to training standard.
 - 4 Retain the existing cricket field, top dressing and leveling where required (55m radius & 2m buffer). Note that the outfield does not meet the min. size for Australian regional/premiere cricket standards.
 - 5 Construct and formalise road with clear signage and protective barrier fencing between path and road
 - 6 Construct new undercover batting cage to be shared use for baseball and cricket. Size to be confirmed by available budget during detail design. Indicative size is 40m L x 15m W x 55m H.
 - 7 Existing pavilion to be upgraded to meet contemporary facility standards and guidelines for existing sports (i.e. netball, cricket and baseball). Forecourt to include controlled vehicular access to overflow carpark with pedestrian priority and replace existing fence with new fence and removable bollard access
 - 8 Remodel and reconstruct car parking adjacent to the playing field (approx. 60 spaces).
 - 9 Existing cricket storage/equipment shed - club to expand to accommodate additional storage requirements. No existing vegetation to be removed in expanding the shed.
 - 10 Refurbish and formalise existing car park including new parallel parking along Wilson Street (approx. 170 spaces).
 - 11 Construct a shared path network throughout the reserve (i.e. 2.5m wide)
 - 12 Introduce new tree planting where indicated
 - 13 Spectator zone - behind diamond

Eastern Reserve Netball / Cricket / Baseball Pavilion

- Notes:
- Existing pavilion to be refurbished without extending the existing building footprint. Level of refurbishment can be adjusted to suit the available budget.
 - A new dedicated change facility building is proposed to the north, connected to the existing pavilion by a new veranda roof (subject to further site investigations (former tip site) and site suitability for construction of new building).
 - Designed to meet Netball Victoria Facility Guidelines for Local / Sub Regional facility.
 - Additional two sets of change and amenities are added to cater for the needs of the oval users. (Change 3 & 4 plus Amenities 3 & 4) This could also be used by netball users at peak times.
 - Note the existing multipurpose space is above the area provisions. But the current propose to renovate these existing spaces
 - Multipurpose spaces may be combined to form a single large space as per current arrangement.
 - Existing pavilion could be renovated in stages to suit budget allowances.
 - Proposed new wet block could be a prefabricated / modular pavilion
 - Uni-sex public toilets and multipurpose room toilets to southern end of existing pavilion
 - Canteen in central location to service netball and oval users
 - Change/amenity pavilion has covered space to east and west to service netball and oval users
 - Note - connecting new and existing buildings with covered veranda is subject to approval of building surveyor / fire engineer. Buildings may need to be kept separate.



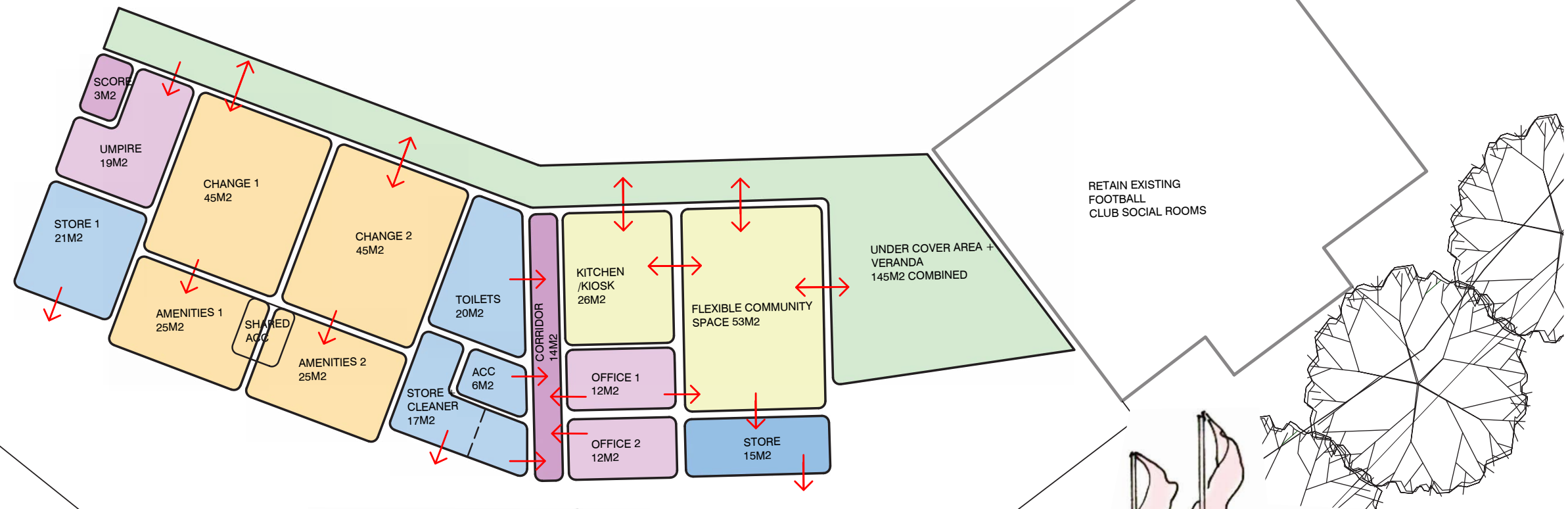
Western Reserve



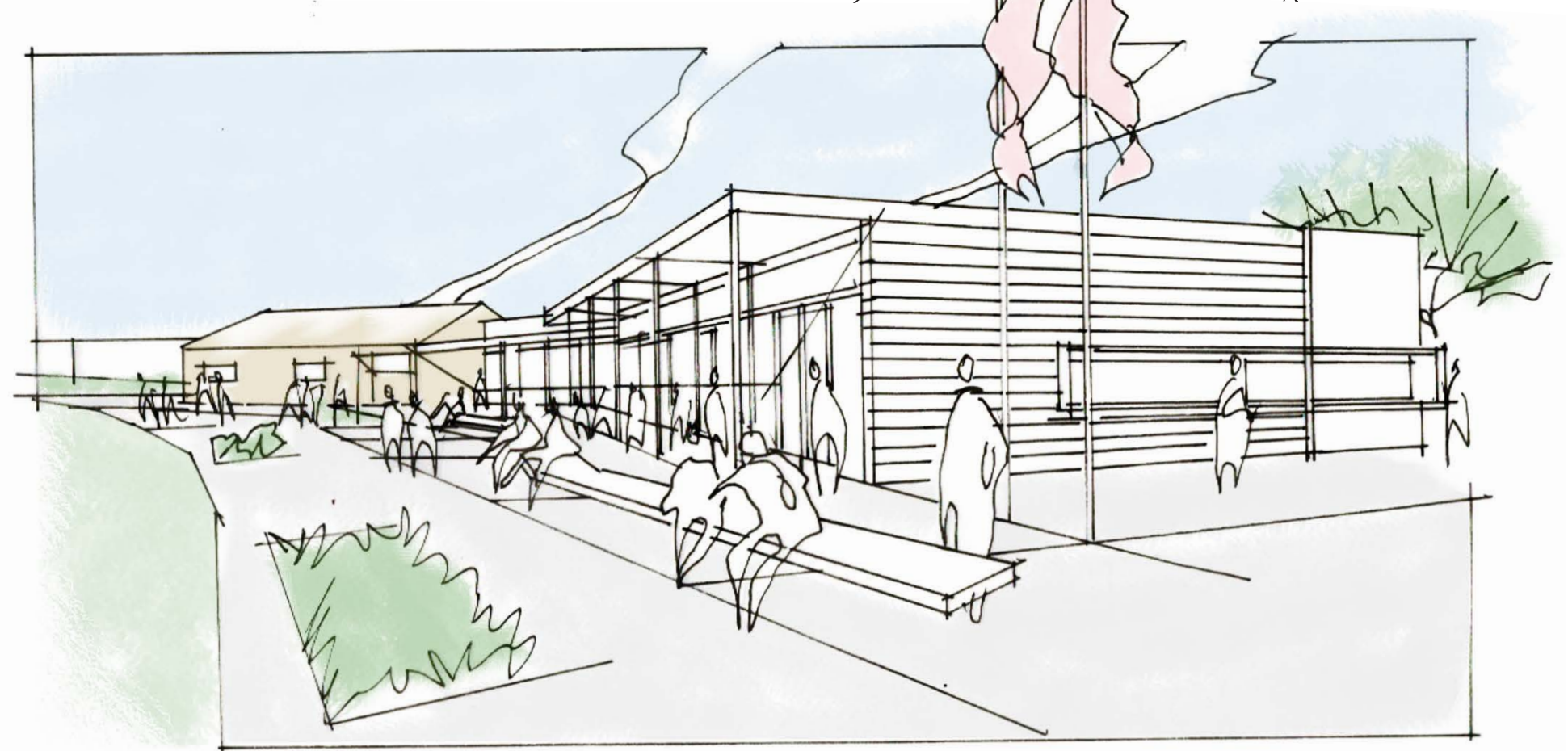
- Key: In order of priority.
(Refer to page 27 for score)
- | High | Medium | Low |
|------|--------|-----|
| 1 | 2 | 3 |
- 1 Existing change rooms to be upgraded / redeveloped. Existing facilities don't meet sporting facility standard guidelines.
 - 2 Construct 2 new netball courts and associated lighting paving, spectator areas, players benches, etc.
 - 3 Construct new cricket nets with storage shed with power to service nets (e.g. bowling machine) and drinking fountain.
 - 4 Storage shed - consider options to incorporate into redeveloped change room facilities (i.e. consolidate buildings on site).
 - 5 Existing Netball rooms to be upgraded to provide change rooms and amenities to service two new courts as well as public toilets to service reserve users.
 - 6 Construct and formalise car parking behind football/ cricket pavilion (approx. 30 spaces)
 - 7 Upgrade pedestrian area to improve spectator amenity
 - 8 Construct a one-lane crossing with hold points to allow vehicle access to northern car park. To include bollards/ fencing between road and pedestrian area.
 - 9 Install safety netting behind the goals
 - 10 Electronic scoreboard
 - 11 Upgrade / formalise the road around the oval
 - 12 Construct and formalise car parking around oval (approx. 90 spaces)
 - 13 Construct new playground with connecting paths and seating
 - 14 Construct a 1.5m wide path around oval
 - 15 Demolish existing public toilets and replace as part of new Netball Pavilion facilities
 - 16 Introduce tree planting where indicated

LEGEND

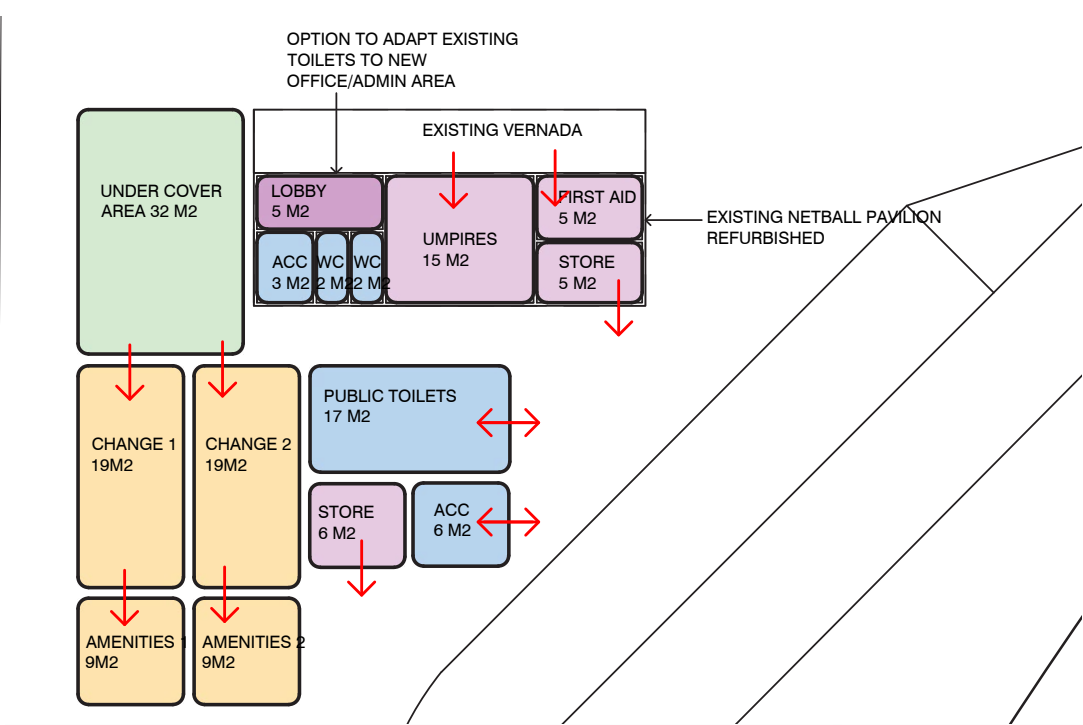
	Existing tree		Garden bed
	Proposed tree		Pedestrian grade paving
	Existing building/structure		Fencing behind goals
	Proposed/refurbished building		Existing light pole
	Sealed road		

Western Reserve Cricket / AFL Pavilion**Notes:**

- Existing pavilion is demolished to make way for a new dedicated sports pavilion
- More efficient use of the site and better functional layout than renovation option
- Compared to renovating the existing building, this option is likely to be cost neutral (very little existing building able to be retained in renovation option) - cost consultant to advise.
- Multipurpose room is a flexible space which may be used for a range of uses - located with direct views across oval and access to covered outdoor space to the north and the east
- Designed to meet AFL Guidelines (Local Level) also meets cricket guidelines (some minor variations in the standards may occur)
- Three store rooms
- Covered veranda and undercover area connects to the existing social rooms - providing a flexible undercover area which visually unites the two buildings

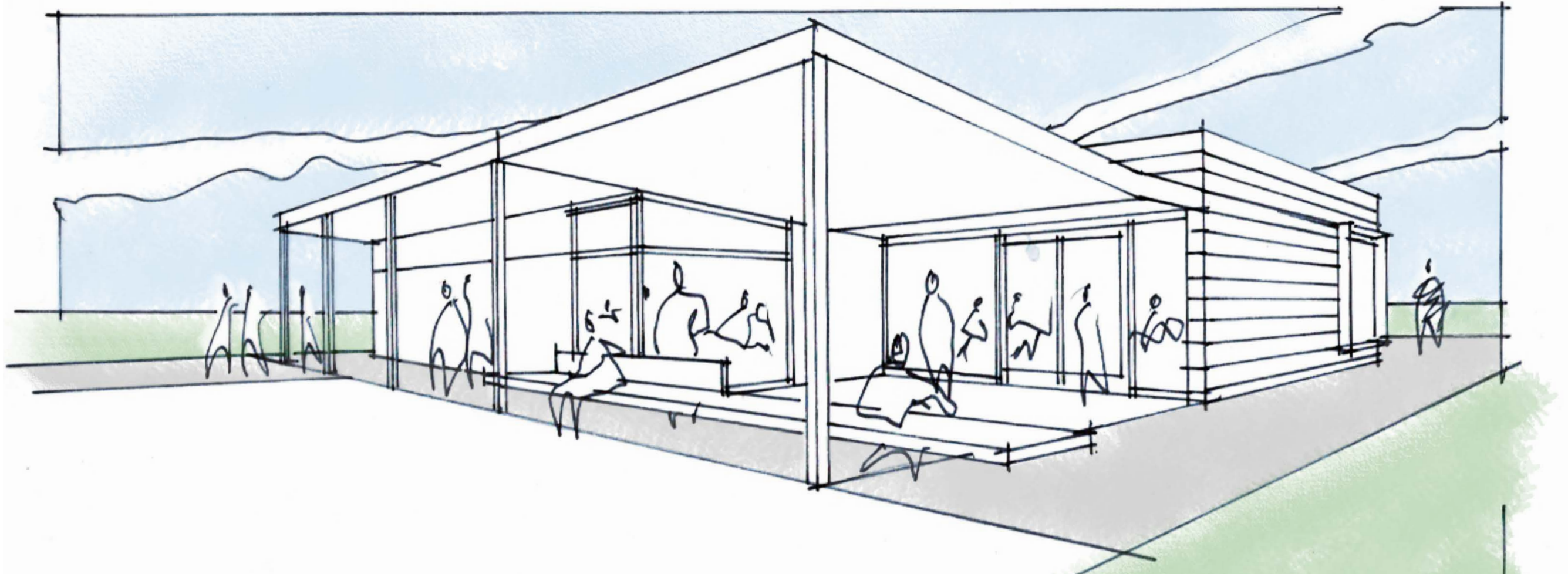


Western Reserve Netball Pavilion



Notes:

- Existing pavilion is refurbished - but generally no major changes to the overall building
- New freestanding building to the south which contains Netball change and amenities, public toilets (for use by netball and oval users) and a store room.
- Note not designed to meet all requirements of the Netball Victoria Facilities Guidelines. However facilities will provide suitable facilities for the two netball courts as per the overall masterplan.



Lake Oval



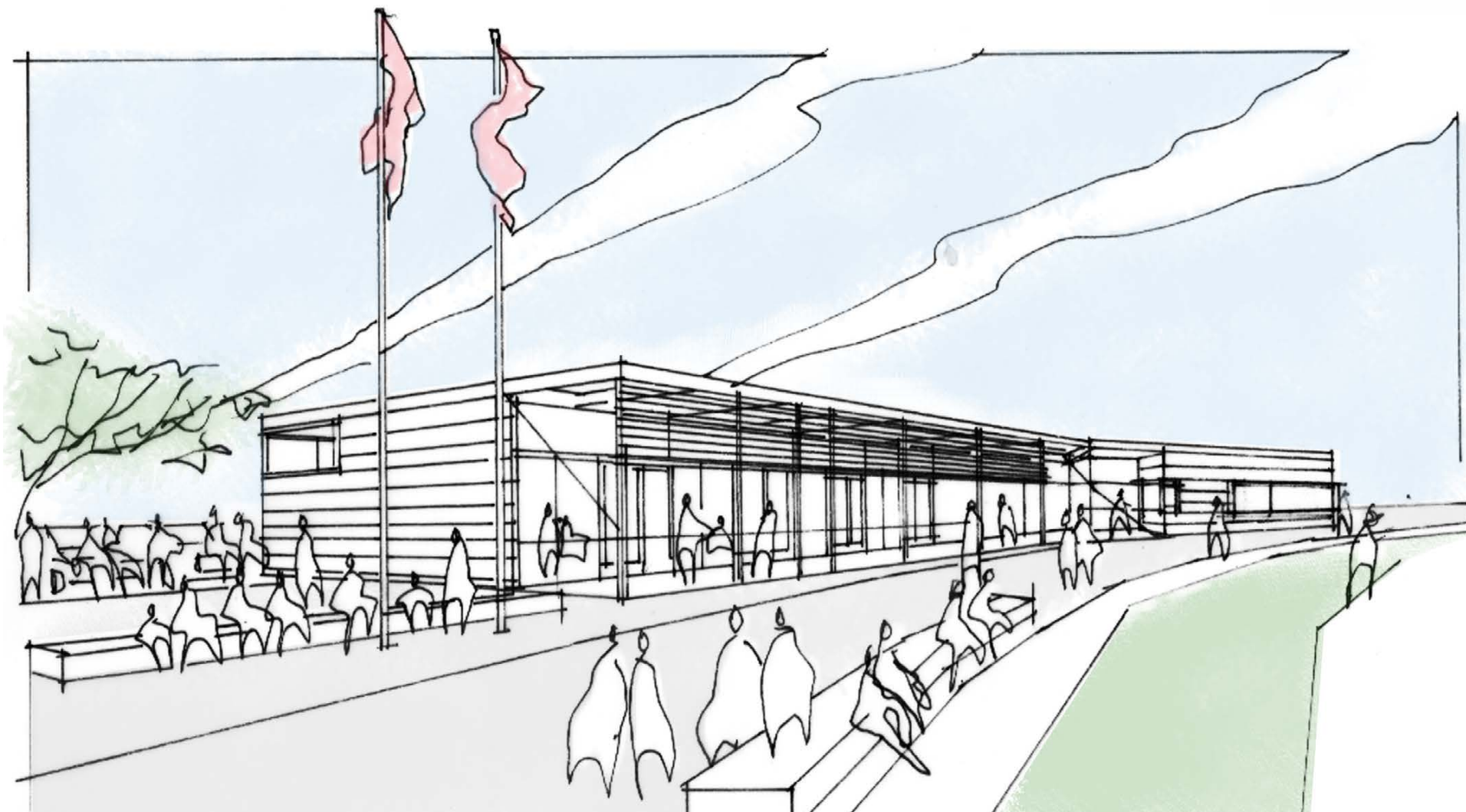
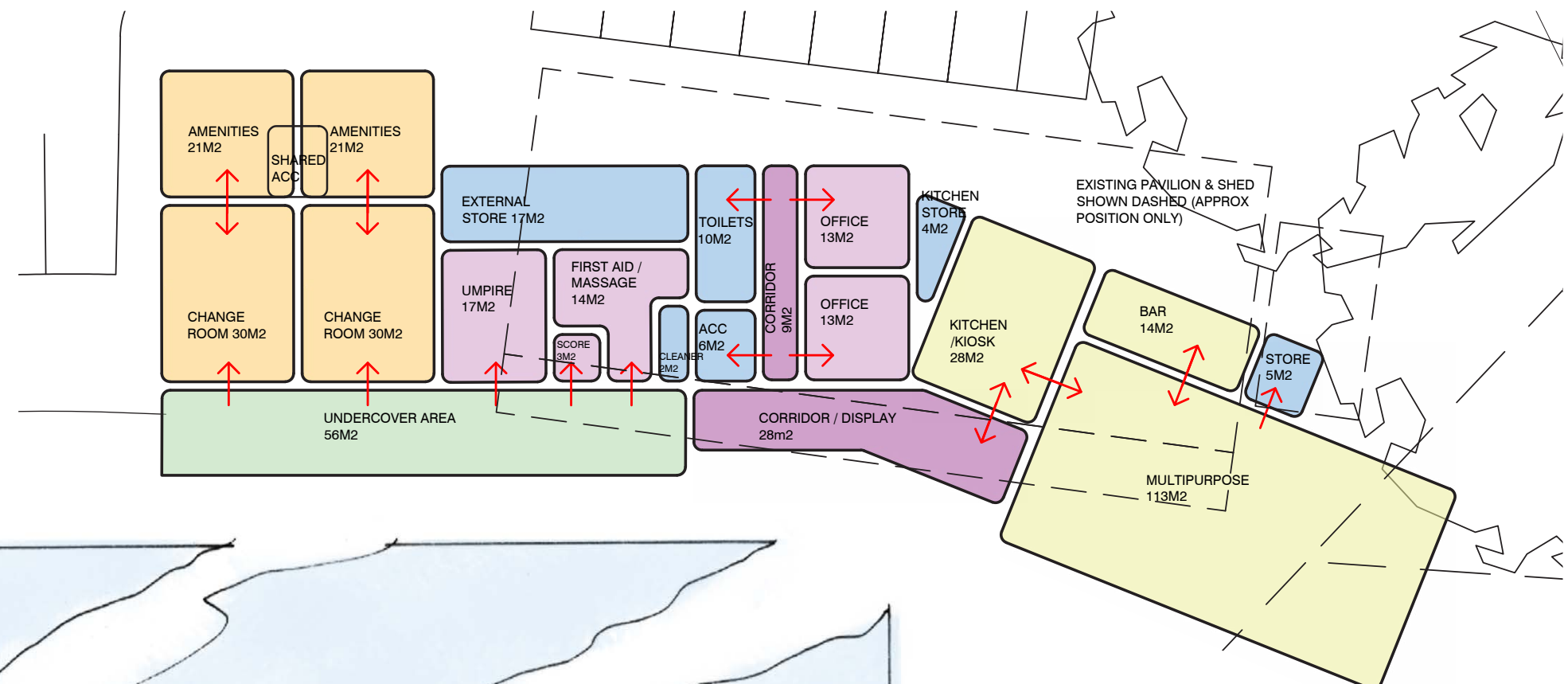
- Key: In order of priority.**
(Refer to page 27 for score)
- | High | Medium | Low |
|------|--------|-----|
| 1 | | |
| 2 | | |
| 3 | | |
| 4 | | |
| 5 | | |
| 6 | | |
| 7 | | |
| 8 | | |
| 9 | | |
| 10 | | |
- 1 Construct a new pavilion to service the needs of cricket and Football Umpires Association. Existing building doesn't meet sports facility standards/ guidelines.
 - 2 New parallel parking and vehicle exclusive bollards along Queens Avenue
 - 3 Construct new cricket nets, drinking fountain, and storage shed with power access to service nets (e.g. for bowling machine etc). Training facility's size, configuration and additional storage to fit within existing trees/ fences.
 - 4 Proposed location of new electronic scoreboard (new electronic scoreboard will be installed for 2022/23 cricket season)
 - 5 Install lights to support Football Umpire training (i.e. 50 LUX)
 - 6 Construct car parking at the back of the pavilion (approx. 15 spaces). Leveling works to be considered to enable parking on sloped areas. To be completed at the same time as the construction of a new pavilion.
 - 7 3 x bench seats to be located between circuit path and fence to allow for best viewing to oval. Note: new seating will be installed for the 2022/23 cricket season.
 - 8 Area of existing picket fence to be realigned to allow for circuit path
 - 9 Construct a 2.5m wide shared circuit path on outside of existing picket fence
 - 10 Areas / zones for informal car parking around the oval

LEGEND

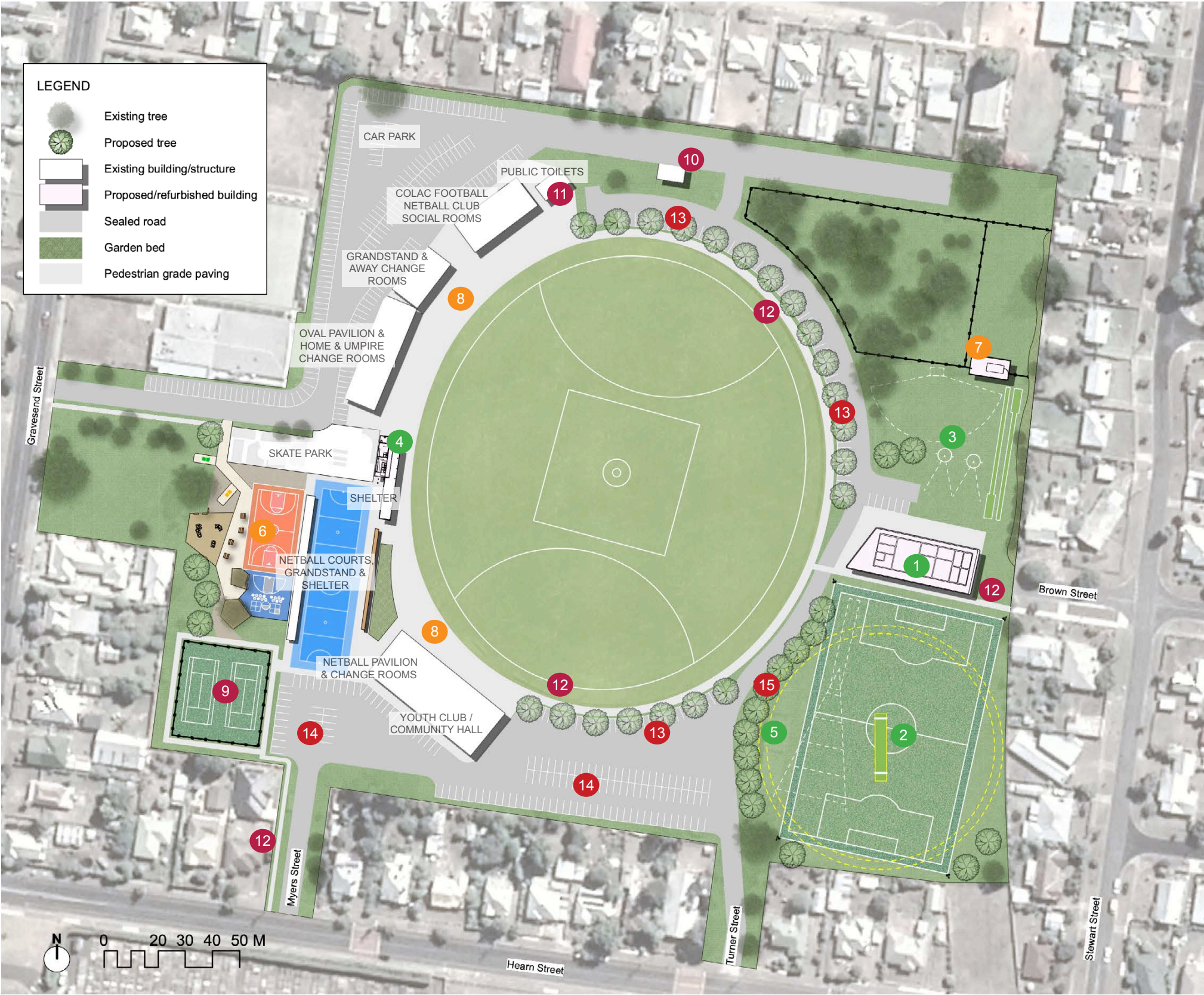
- Existing tree
- Sealed car parking
- Pedestrian grade paving
- Proposed building
- Existing section picket fence to be realigned
- Existing section of picket fence to be retained
- Indicative informal parking around oval

Lake Oval Cricket Pavilion**Notes:**

- New dedicated facility to replace the existing pavilion which is in poor condition
- Multipurpose space makes the most of the views of the lake and the oval making an attractive function space with high visibility from the road
- Potential income generated as venue for events
- Change facilities located to the south
- Centralised toilet and administration functions
- Display cabinets for cricket & umpire items located in the central corridor area
- In line with Community Cricket Guidelines (Cricket Australia)

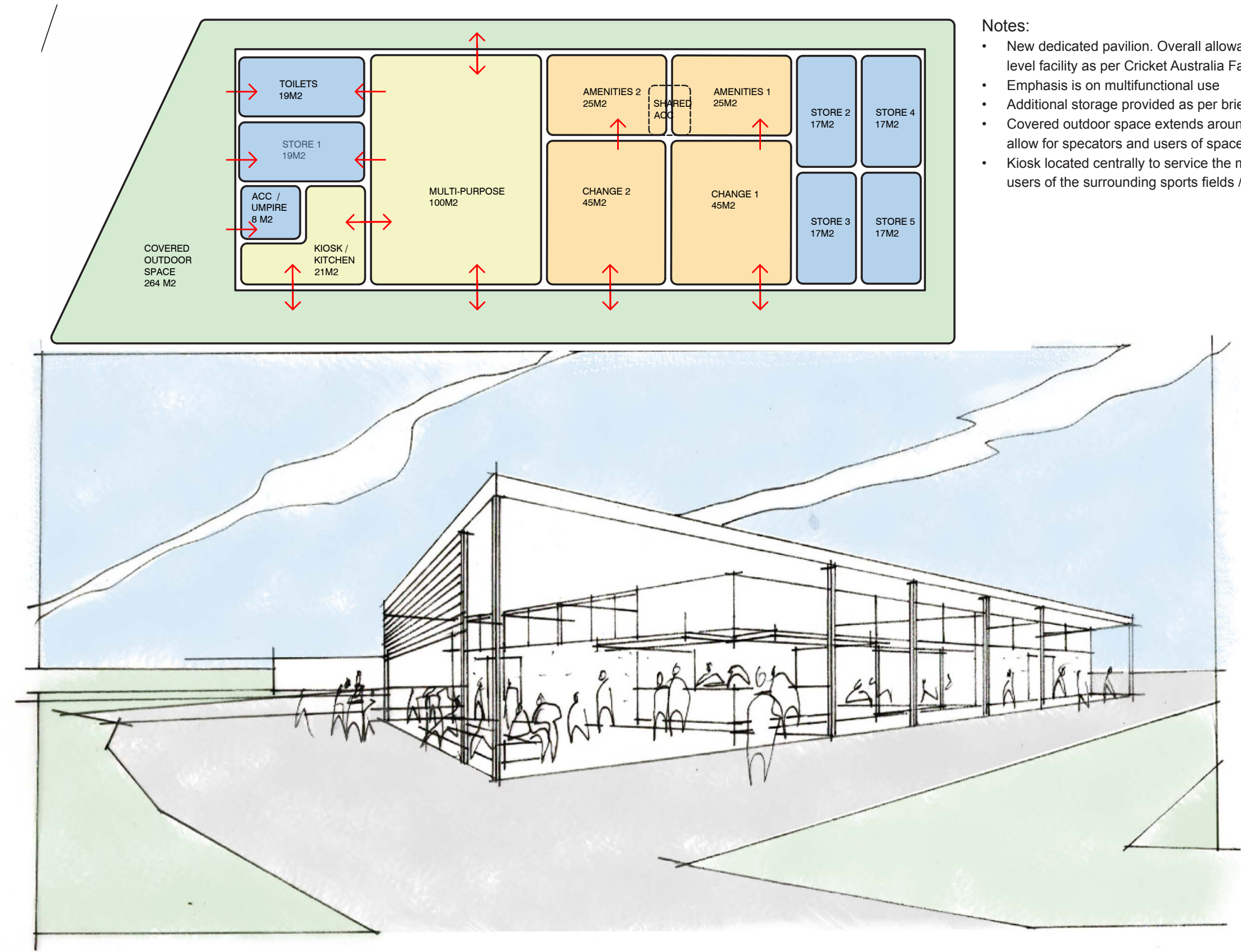


Central Reserve

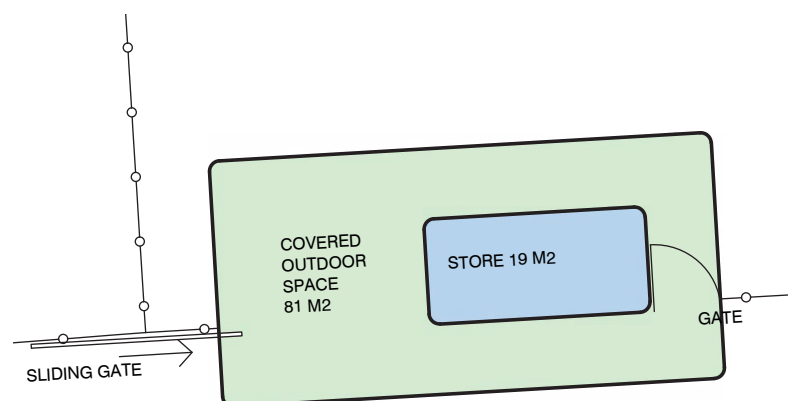


- Key: In order of priority.** **High** **Medium** **Low**
(Refer to page 27 for score)
- Demolish the old scoreboard and construct a new pavilion to service Little Athletics, Dog Obedience and users of the second oval. Facility to incorporate extensive storage areas for clubs using Central Reserve as well as external undercover sheltered areas for viewing and gathering. The existing building does not meet sports facility standards/ guidelines.
 - Redevelop the second playing field to accommodate junior cricket (40m radius & 3m buffer) and a soccer training pitch (90m x 58m & 3m buffer). Existing lighting to be moved around soccer pitch. Amateur Match Practice and Competition – Corner Four Pole (100 lux)
 - Construct little athletics facilities including long jump x 2, discuss, shot-put x 2. Javelin to be played on cricket/ soccer pitch.
 - Construct a dual sided toilet block to service the Youth Precinct and public as well as events staged at the reserve. Redevelop / incorporate improved undercover spectator area (currently used as the 'can-bar' on match days) -subject to site suitability.
 - Demolish the former hockey pavilion and associated buildings. Note: can only be completed when new facility is constructed (Item C2)
 - Construct a new youth precinct to include playground, basketball court, table tennis, fitness equipment, furniture, netball half court with hopscotch and foursquare line markings.
 - Construct fenced dog obedience training grounds including Show Dog Obedience Shed and fenced off-lead dog park.
 - Upgrade paved pedestrian area to improve spectator amenity
 - Resurface existing tennis courts to support ongoing use by the community and as an overflow venue for club competitions.
 - Construct a new CFA training track (150m long) and training tower. Replicate existing facilities located on the Lake Colac Foreshore.
 - Decommission and remove toilet block when new facilities are provided closer to the skate park.
 - Construct a 3m wide shared circuit path including pedestrian connection to Brown St
 - Formalise car parking around oval including road connecting north and south of reserve (approx. 87 spaces).
 - Construct car parking to service southern area of reserve (approx. 148 spaces). Subject to the relocation of the Little Athletics field and jump activities.
 - Introduce tree planting where indicated

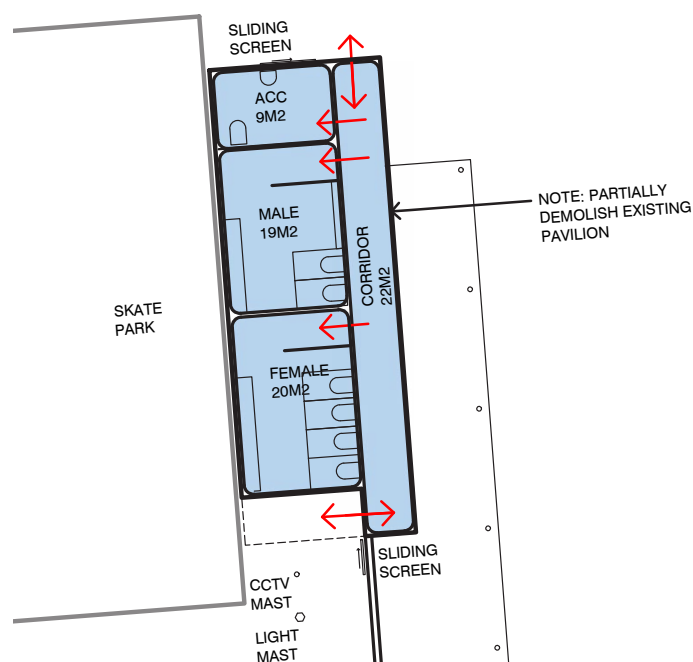
Central Reserve Multi-Purpose Pavilion



- Notes:
- New dedicated pavilion. Overall allowances are based on Club / Satellite level facility as per Cricket Australia Facility Guidelines
 - Emphasis is on multifunctional use
 - Additional storage provided as per brief for little athletics and general use
 - Covered outdoor space extends around all four sides of the pavilion to allow for specators and users of spaces to north and south of the pavilion
 - Kiosk located centrally to service the multi-purpose space as well as users of the surrounding sports fields / ovals.

Central Reserve Dog Obedience Pavilion**Notes:**

- Storage provided for Dog Obedience
- Covered outdoor space extends around the building and allows for dog obedience use and for spectators of little athletics field events to the south.
- Integrated sliding gate and swing gate to maintain fence line between Dog Obedience area and the sports field area to the south
- Provide lighting, power and water

**Central Reserve Toilet Block****Notes:**

- Proposed new toilet block behind the existing oval pavilion
- Dual access from north / south to access netball and oval users.
- Due to available space, layout is narrow. Detailed design would be required to ensure there are no view lines into the toilets
- Note: Option to extend footprint of toilets by 1200 to east (and reduce footprint of spectator stand). This would assist in providing a more spacious layout for the toilets - more suitable for peak times at sporting events. Refer to dashed line on floor plan for extended footprint.

7. Principles Based Planning Framework

A key objective for this project is to establish a *Principles Based Planning Framework* that can be used to help assess and prioritise requests for sport or recreation facility improvements and investment across the Shire as whole.

To achieve a *Principles Based Planning Framework* it is acknowledged that this project is not starting from scratch. Importantly there are several adopted Council planning documents and strategies that outline a range of planning principles aimed at supporting effective operational management and addressing community recreation needs. Such documents include (but not limited to) the Council Plan (2021), Open Space Strategy (2011), Recreation Strategy (2006) and Physical Activity Strategy (2014) to name a few.

Principles outlined in these documents have been reviewed to ascertain commonalities, consistency, and potential overlap to inform this project. The principles are supported by one overriding doctrine that facilities be **safe for public use, compliant with relevant standards and fit-for-purpose**. This is currently not that case for all facilities at existing recreation reserves and hence will be reflected in the core principle of addressing safety and/ or risk management.

- Based on the review of existing material, the following five principles will be used to guide the prioritisation of Master Plan initiatives and form a Principles Based Planning Framework for assessment of future sport and recreation investment initiatives across the Shire:
- 1. Address safety, risk management or compliance.
 - 2. Supporting physical activity participation (formal sport and informal recreation).
 - 3. Sustainable assets and infrastructure.
 - 4. Maximise impact/community benefit/community use.
 - 5. Realistic, achievable, feasible.
 - 6. Impact on Long Term Financial Plan

The adjoining assessment tool can be used to assess relative priority of potential projects.

Principle	Sliding Assessment Scale 1-10										Weighting	Score	Comments
Address safety, risk management or compliance	1	2	3	4	5	6	7	8	9	10	20%		
	Not required for safety or compliance			Addresses base level compliance				Addresses known safety risk					
Supporting physical activity participation	1	2	3	4	5	6	7	8	9	10	20%		
	Not required for physical activity participation			Supports current participation				Supports increased participation					
Sustainable assets and infrastructure	1	2	3	4	5	6	7	8	9	10	15%		
	No impact on asset life or Environmentally Sustainable Design (ESD)			Addresses asset renewal / programmed maintenance				Significantly increases asset life (or new asset) or ESD initiative					
Maximise impact / community benefit	1	2	3	4	5	6	7	8	9	10	20%		
	Exclusive use			Supports more than one user group / catchment				Supports multi-use and high demand					
Realistic, achievable, feasible	1	2	3	4	5	6	7	8	9	10	10%		
	Requires further planning, investigation, or approvals			Minimal additional planning required				Shovel ready					
Impact on Long Term Financial Plan	1	2	3	4	5	6	7	8	9	10	15%		
	New Level of Service -		Major Upgrade and/or significant increase to current level of service		Upgrade to meet sports facility standards			Like for like replacement/ upgrade					
Total Score													

8. Implementation Plan

		Site Priority			Indicative Cost
Eastern Reserve		High	Medium	Low	
E1	Council to undertake and bi-annual review of the oval playing surface and rectify subsidence and undulations through top-dressing and/or levelling as required to ensure ongoing safety and suitability of the playing surface. A higher degree of maintenance will be required to keep the playing surface safe and playable.	H			TBC
E2	Resurface asphalt netball courts to address cracking and to improve user safety (i.e. reduce slippage) and to ensure compliance with current standards, including court surrounds. New fence and gate access along western interface.	H			Funded
E4	Retain the existing cricket field, top dressing and leveling where required (55m radius & 2m buffer). Note that the outfield does not meet the min. size for Australian regional/ premiere cricket standards.	H			\$20,000
E3	Construct baseball diamond off the cricket oval. New netting, boxes, and seating to be included. Baseball outfield, netting and boxes are not to ABL standards, however mirror the existing playing field sizes. Outfield approx. 82m from home base. Infield lighting to be provided to training standard.	H			\$500,000
E7	Existing pavilion to be upgraded to meet contemporary facility standards and guidelines for existing sports (i.e. netball, cricket and baseball). Forecourt to		M		\$3,543,000
E5	Construct and formalise road with clear signage and protective barrier fencing between path and road	H			\$200,000
E6	Construct new undercover batting cage to be shared use for baseball and cricket. Size to be confirmed by available budget during detail design. Indicative size is 40m L x 15m W x 55m H.	H			\$600,000
E10	Refurbish and formalise existing car park including new parallel parking along			L	\$600,000
E8	Remodel and reconstruct car parking adjacent to the playing field (approx. 60 spaces).		M		\$300,000
E11	Construct a shared path network throughout the reserve (i.e. 2.5m wide)			L	\$300,000
E9	Existing cricket storage/equipment shed - club to expand to accommodate additional storage requirements. No existing vegetation to be removed in expanding the shed.		M		\$20,000
E12	Introduce new tree planting where indicated			L	\$20,000
E13	Spectator zone - behind diamond			L	\$50,000
Sub-total					\$6,153,000

		Site Priority			Indicative Cost
Western Reserve		High	Medium	Low	
W1	Existing change rooms to be upgraded / redeveloped. Existing facilities don't meet sporting facility standard guidelines.	H			\$3,122,000
W5	Existing Netball rooms to be upgraded to provide change rooms and amenities to service two new courts as well as public toilets to service reserve users.		M		price included in W1
W3	Construct new cricket nets with storage shed with power to service nets (e.g. bowling machine) and drinking fountain.	H			\$250,000
W2	Construct 2 new netball courts and associated lighting paving, spectator areas, players benches, etc.	H			\$500,000
W13	Construct new playground with connecting paths and seating			L	\$300,000
W6	Construct and formalise car parking behind football/ cricket pavilion (approx. 30 spaces)		M		\$150,000
W8	Construct a one-lane crossing with hold points to allow vehicle access to northern car park. To include bollards/ fencing between road and pedestrian area.		M		\$100,000
W15	Demolish existing public toilets and replace as part of new Netball Pavilion facilities			L	\$50,000
W7	Upgrade pedestrian area to improve spectator amenity		M		\$75,000
W4	Storage shed - consider options to incorporate into redeveloped change room facilities (i.e. consolidate buildings on site).	H			\$10,000
W10	Electronic scoreboard		M		\$80,000
W9	Install safety netting behind the goals		M		\$75,000
W14	Construct a 1.5m wide path around oval			L	\$100,000
W11	Upgrade / formalise the road around the oval		M		\$150,000
W12	Construct and formalise car parking around oval (approx. 90 spaces)		M		\$500,000
W16	Introduce tree planting where indicated			L	\$15,000
Sub-total					\$5,477,000

		Site Priority			Indicative Cost
Lake Oval		High	Medium	Low	
L1	Construct a new pavilion to service the needs of cricket and Football Umpires Association. Existing building doesn't meet sports facility standards/ guidelines.	H			\$2,238,000
L3	Construct new cricket nets, drinking fountain, and storage shed with power access to service nets (e.g. for bowling machine etc). Training facility's size, configuration and additional storage to fit within existing trees/ fences.	H			\$300,000
L5	Install lights to support Football Umpire training (i.e. 50 LUX)		M		\$235,000
L2	New parallel parking and vehicle exclusive bollards along Queens Avenue	H			\$75,000
L7	3 x bench seats to be located between circuit path and fence to allow for best viewing to oval. Note: new seating will be installed for the 2022/23 cricket season.			L	funded
L6	Construct car parking at the back of the pavilion (approx. 15 spaces). Leveling works to be considered to enable parking on sloped areas. To be completed at the same time as the construction of a new pavilion.		M		\$100,000
L4	Proposed location of new electronic scoreboard (new electronic scoreboard will be installed for 2022/23 cricket season)	H			funded
L8	Area of existing picket fence to be realigned to allow for circuit path			L	\$50,000
L10	Areas / zones for informal car parking around the oval			L	\$10,000
L9	Construct a 2.5m wide shared circuit path on outside of existing picket fence			L	\$25,000
Sub-total					\$3,033,000

		Site Priority			Indicative Cost
Central Reserve		High	Medium	Low	
C1	Demolish the old scoreboard and construct a new pavilion to service Little Athletics, Dog Obedience and users of the second oval. Facility to incorporate extensive storage areas for clubs using Central Reserve as well as external undercover sheltered areas for viewing and gathering. The existing building does not meet sports facility standards/ guidelines.	H			\$3,491,000
C5	Demolish the former hockey pavilion and associated buildings. Note: can only be completed when new facility is constructed (Item C1) - item has been scored the same as C1 due to item needing to be completed at the same time.	H			\$50,000
C3	Construct little athletics facilities including long jump x 2, discuss, shot-put x 2. Javelin to be played on cricket/ soccer pitch.	H			\$50,000
C9	Resurface existing tennis courts to support ongoing use by the community and as an overflow venue for club competitions. Includes gate/fencing/shelter works.			L	\$100,000
C2	Redevelop the second playing field to accommodate junior cricket (40m radius & 3m buffer) and a soccer training pitch (90m x 58m & 3m buffer). Existing lighting to be moved around soccer pitch. Amateur Match Practice and Competition – Corner Four Pole (100 lux)	H			\$250,000
C4	Construct a dual sided toilet block to service the Youth Precinct and public as well as events staged at the reserve. Redevelop / incorporate improved undercover spectator area (currently used as the 'can-bar' on match days) - subject to site suitability.	H			\$500,000
C11	Decommission and remove toilet block when new facilities are provided closer to the skate park.			L	\$50,000
C6	Construct a new youth precinct to include playground, basketball court, table tennis, fitness equipment, furniture, netball half court with hopscotch and foursquare line markings.		M		\$700,000
C7	Construct fenced dog obedience training grounds including Show Dog Obedience Shed and fenced off-lead dog park.		M		\$150,000
C8	Upgrade paved pedestrian area to improve spectator amenity		M		\$450,000
C13	Formalise car parking around oval including road connecting north and south of reserve (approx. 87 spaces).			L	\$250,000
C10	Construct a new CFA training track (150m long) and training tower			L	\$2,000,000
C14	Construct car parking to service southern area of reserve (approx. 148 spaces). Subject to the relocation of the Little Athletics field and jump activities.			L	\$500,000
C12	Construct a 3m wide shared circuit path including pedestrian connection to Brown St			L	\$150,000
C15	Introduce tree planting where indicated			L	\$50,000
Sub-total					\$8,741,000

8. Implementation Plan cont.

		Site Priority			Indicative Cost
Eliminyt Reserve		High	Medium	Low	
ER1	Upgrade the floodlighting around the oval (funded - to be completed during 2022/23)	H			\$450,000
ER2	Main Sports Pavilion - Engage a building architect to undertake a feasibility study to investigate the options for the upgrade, extension and/or replacement of the main pavilion, and to prepare final design plans. Extend and upgrade the sports pavilion building. Demolish the former netball room. New retaining wall along the access road.	H			\$6,000,000
ER12	Resurface the tennis courts		M		\$100,000
ER22	Reinstate the existing paths throughout the reserve that are overgrown and in poor condition			L	\$25,000
ER10	New sealed car park and access road between the netball court and the main pavilion (construct at the same time as construction of the new pavilion)		M		\$100,000
ER21	Install a path around the oval (will assist with alleviating the gravel which washes onto velodrome surface)			L	\$100,000
ER3	Install steps and paths to better connect the tennis courts with the tennis clubroom	H			\$20,000
ER11	New unsealed path between the play space and the public toilet (would need to be sealed due to wash out and DDA compliance)		M		\$30,000
ER23	Upgrade the public toilet			L	\$35,000
ER14	Upgrade the oval surface including sub-surface irrigation and drainage systems		M		\$370,000
ER26	Replace the tennis court fencing			L	\$40,000
ER9	Consider site options for a new BMX facility		M		\$240,000
ER15	Install a digital (electronic) scoreboard		M		\$80,000
ER13	Future expansion of play space		M		\$100,000
ER24	Reconfigure the existing unsealed access roads and car parking south of the oval, and formalise new car parking east of the oval			L	\$183,500
ER5	Control storm water run-off from the car park towards the pavilion	H			\$30,000
ER6	Integrate the stormwater run-off from the netball courts into the broader stormwater system	H			\$30,000
ER16	Form unsealed car park to service the tennis facility		M		\$11,000
ER7	Remove the crossover to cease vehicle access from Howarth Street	H			\$15,000
ER4	New netball court	H			\$1,000,000
ER8	Remove the crossover and reinstate to grass	H			\$15,000
ER25	New terraced spectator standing area			L	\$50,000
ER28	New unsealed path between Main Street and the oval			L	\$8,250
ER27	Install two cricket practice nets			L	\$200,000
ER19	Netball Precinct revegetate batter		M		\$15,000
ER17	New enclosed storage room as an extension to the netball sheds		M		\$15,000
ER20	Improve the landscape amenity of the batters around the northern and western		M		\$20,000
ER18	Undertake tree planting, as required		M		\$15,000
ER29	Install a roundabout at the reserve entrance			L	\$75,000
				Sub-total	\$9,372,750

Summary of Total Reserve Costs

Eastern Reserve	\$6,153,000
Central Reserve	\$8,741,000
Lake Oval (Colac Cricket Ground)	\$3,033,000
Western Reserve	\$5,477,000
Eliminyt Recreation Reserve	\$9,372,750
Total Across all Reserves	\$32,776,750

Colac City Reserves Planning Project
Draft Report

Overall Ranking Based on Total Score

		Site Priority			
		High	Medium	Low	
E1	Council to undertake and bi-annual review of the oval playing surface and rectify subsidence and undulations through top-dressing and/or levelling as required to ensure ongoing safety and suitability of the playing surface. A higher degree of maintenance will be required to keep the playing surface safe and playable.	H			TBC
E2	Resurface asphalt netball courts to address cracking and to improve user safety (i.e. reduce slippage) and to ensure compliance with current standards, including court surrounds. New fence and gate access along western interface.	H			Funded
ER1	Upgrade the floodlighting around the oval (funded - to be completed during 2022/23)	H			\$450,000
E4	Retain the existing cricket field, top dressing and leveling where required (55m radius & 2m buffer). Note that the outfield does not meet the min. size for Australian regional/ premiere cricket standards.	H			\$20,000
E3	Construct baseball diamond off the cricket oval. New netting, boxes, and seating to be included. Baseball outfield, netting and boxes are not to ABL standards, however mirror the existing playing field sizes. Outfield approx. 82m from home base. Infield lighting to be provided to training standard.	H			\$500,000
ER2	Main Sports Pavilion - Engage a building architect to undertake a feasibility study to investigate the options for the upgrade, extension and/or replacement of the main pavilion, and to prepare final design plans. Extend and upgrade the sports pavilion building. Demolish the former netball room. <u>New retaining wall along the access road.</u>	H			\$6,000,000
L1	Construct a new pavilion to service the needs of cricket and Football Umpires Association. Existing building doesn't meet sports facility standards/ guidelines.	H			\$2,238,000
E7	Existing pavilion to be upgraded to meet contemporary facility standards and guidelines for existing sports (i.e. netball, cricket and baseball). Forecourt to include controlled vehicular access to overflow carpark with pedestrian priority and replace existing fence with new fence and removable bollard access		M		\$3,543,000
W1	Existing change rooms to be upgraded / redeveloped. Existing facilities don't meet sporting facility standard guidelines.	H			\$3,122,000
C1	Demolish the old scoreboard and construct a new pavilion to service Little Athletics, Dog Obedience and users of the second oval. Facility to incorporate extensive storage areas for clubs using Central Reserve as well as external undercover sheltered areas for viewing and gathering. <u>The existing building does not meet sports facility standards/ guidelines</u>	H			\$3,491,000
C5	Demolish the former hockey pavilion and associated buildings. Note: can only be completed when new facility is constructed (Item C1) - item has been scored the same as C1 due to item needing to be completed at the same time.	H			\$50,000
ER12	Resurface the tennis courts		M		\$100,000
C3	Construct little athletics facilities including long jump x 2, discuss, shot-put x 2. Javelin to be played on cricket/ soccer pitch.	H			\$50,000
ER22	Reinstate the existing paths throughout the reserve that are overgrown and in poor condition			L	\$25,000
C9	Resurface existing tennis courts to support ongoing use by the community and as an overflow venue for club competitions. Includes gate/fencing/shelter works.			L	\$100,000
C2	Redevelop the second playing field to accommodate junior cricket (40m radius & 3m buffer) and a soccer training pitch (90m x 58m & 3m buffer). Existing lighting to be moved around soccer pitch. Amateur Match Practice and Competition – Corner Four Pole (100 lux)	H			\$250,000
L3	Construct new cricket nets, drinking fountain, and storage shed with power access to service nets (e.g. for bowling machine etc). Training facility's size, configuration and additional storage to fit within existing trees/ fences.	H			\$300,000
C4	Construct a dual sided toilet block to service the Youth Precinct and public as well as events staged at the reserve. Redevelop / incorporate improved undercover spectator area (currently used as the 'can-bar' on match days) -subject to site suitability.	H			\$500,000
C11	Decommission and remove toilet block when new facilities are provided closer to the skate park.			L	\$50,000
E5	Construct and formalise road with clear signage and protective barrier fencing between path and road	H			\$200,000
W5	Existing Netball rooms to be upgraded to provide change rooms and amenities to service two new courts as well as public toilets to service reserve users.		M		price included in W1
L5	Install lights to support Football Umpire training (i.e. 50 LUX)		M		\$235,000
W3	Construct new cricket nets with storage shed with power to service nets (e.g. bowling machine) and drinking fountain.	H			\$250,000
C6	Construct a new youth precinct to include playground, basketball court, table tennis, fitness equipment, furniture, netball half court with hopscotch and foursquare line markings.		M		\$700,000
E6	Construct new undercover batting cage to be shared use for baseball and cricket. Size to be confirmed by available budget during detail design. Indicative size is 40m L x 15m W x 55m H.	H			\$600,000
ER10	New sealed car park and access road between the netball court and the main pavilion (construct at the same time as construction of the new pavilion)		M		\$100,000
ER21	Install a path around the oval (will assist with alleviating the gravel which washes onto velodrome surface)			L	\$100,000
W2	Construct 2 new netball courts and associated lighting paving, spectator areas, players benches, etc.	H			\$500,000
ER3	Install steps and paths to better connect the tennis courts with the tennis clubroom	H			\$20,000
C7	Construct fenced dog obedience training grounds including Show Dog Obedience Shed and fenced off-lead dog park.		M		\$150,000
L2	New parallel parking and vehicle exclusive bollards along Queens Avenue	H			\$75,000

		Site Priority			
		High	Medium	Low	
W13	Construct new playground with connecting paths and seating			L	\$300,000
L6	Construct car parking at the back of the pavilion (approx. 15 spaces). Leveling works to be considered to enable parking on sloped areas. To be completed at the same time as the construction of a new pavilion		M		\$100,000
ER11	New unsealed path between the play space and the public toilet (would need to be sealed due to wash out and DDA compliance)		M		\$30,000
ER23	Upgrade the public toilet			L	\$35,000
W6	Construct and formalise car parking behind football/ cricket pavilion (approx. 30 spaces)		M		\$150,000
ER14	Upgrade the oval surface including sub-surface irrigation and drainage systems		M		\$370,000
ER26	Replace the tennis court fencing			L	\$40,000
L7	3 x bench seats to be located between circuit path and fence to allow for best viewing to oval. Note: new seating will be installed for the 2022/23 cricket season.			L	funded
ER9	Consider site options for a new BMX facility		M		\$240,000
E10	Refurbish and formalise existing car park including new parallel parking along Wilson Street			L	\$600,000
W8	Construct a one-lane crossing with hold points to allow vehicle access to northern car park. To include bollards/ fencing between road and pedestrian area.		M		\$100,000
ER15	Install a digital (electronic) scoreboard		M		\$80,000
L4	Proposed location of new electronic scoreboard (new electronic scoreboard will be installed for 2022/23 cricket season)	H			funded
ER13	Future expansion of play space		M		\$100,000
ER24	Reconfigure the existing unsealed access roads and car parking south of the oval, and formalise new car parking east of the oval			L	\$183,500
E8	Remodel and reconstruct car parking adjacent to the playing field (approx. 60 spaces).		M		\$300,000
ER5	Control storm water run-off from the car park towards the pavilion	H			\$30,000
ER6	Integrate the stormwater run-off from the netball courts into the broader stormwater system	H			\$30,000
W15	Demolish existing public toilets and replace as part of new Netball Pavilion facilities			L	\$50,000
W7	Upgrade pedestrian area to improve spectator amenity		M		\$75,000
C8	Upgrade paved pedestrian area to improve spectator amenity		M		\$450,000
ER16	Form unsealed car park to service the tennis facility		M		\$11,000
L8	Area of existing picket fence to be realigned to allow for circuit path			L	\$50,000
ER7	Remove the crossover to cease vehicle access from Howarth Street	H			\$15,000
W4	Storage shed - consider options to incorporate into redeveloped change room facilities (i.e. consolidate buildings on site).	H			\$10,000
L10	Areas / zones for informal car parking around the oval			L	\$10,000
ER4	New netball court	H			\$1,000,000
ER8	Remove the crossover and reinstate to grass	H			\$15,000
W10	Electronic scoreboard		M		\$80,000
W9	Install safety netting behind the goals		M		\$75,000
ER25	New terraced spectator standing area			L	\$50,000
W14	Construct a 1.5m wide path around oval			L	\$100,000
W11	Upgrade / formalise the road around the oval		M		\$150,000
C13	Formalise car parking around oval including road connecting north and south of reserve (approx. 87 spaces).			L	\$250,000
W12	Construct and formalise car parking around oval (approx. 90 spaces)		M		\$500,000
C10	Construct a new CFA training track (150m long) and training tower			L	\$2,000,000
C14	Construct car parking to service southern area of reserve (approx. 148 spaces). Subject to the relocation of the Little Athletics field and jump activities.			L	\$500,000
E11	Construct a shared path network throughout the reserve (i.e. 2.5m wide)			L	\$300,000
C12	Construct a 3m wide shared circuit path including pedestrian connection to Brown St			L	\$150,000
L9	Construct a 2.5m wide shared circuit path on outside of existing picket fence			L	\$25,000
E9	Existing cricket storage/equipment shed - club to expand to accommodate additional storage requirements. No existing vegetation to be removed in expanding the shed.		M		\$20,000
ER28	New unsealed path between Main Street and the oval			L	\$8,250
ER27	Install two cricket practice nets			L	\$200,000
ER19	Netball Precinct revegetate batter		M		\$15,000
ER17	New enclosed storage room as an extension to the netball sheds		M		\$15,000
ER20	Improve the landscape amenity of the batters around the northern and western sides of the oval		M		\$20,000
ER18	Undertake tree planting, as required		M		\$15,000
E12	Introduce new tree planting where indicated			L	\$20,000
C15	Introduce tree planting where indicated			L	\$50,000
W16	Introduce tree planting where indicated			L	\$15,000
ER29	Install a roundabout at the reserve entrance			L	\$75,000
E13	Spectator zone - behind diamond			L	\$50,000

Appendix A: Colac City Reserves in Detail

Council provided the following summary for each reserve within the project brief.

Central Reserve

Central Reserve is Colac Otway Shire's premier recreation reserve. The reserve has undergone significant redevelopment since the oval was reconstructed in 2013 and now boasts a high quality sand profile, Santa Ana couch oval. The off-field facilities were completely redeveloped in 2016-17, with the new pavilion and refurbishment of the existing grandstand providing facilities which now meet AFL Category 4 guidelines. Netball change rooms were also constructed. In 2020, the netball courts were completed redeveloped resulting in 2 compliant courts with lighting to competition standard. The oval lighting was also upgraded to provide 150 lux which now allows the venue to host night competition matches.

Central Reserve has a number of facilities including:

- Main oval with match standard lighting (Ave 150 lux)
- New off-field facilities including accessible upstairs viewing/meeting area with inside coaches boxes and scorer's office, home change rooms with trainer's area, medical room, away change rooms with trainer's area, umpires change and amenities and social room (managed by Colac Football Netball Club).
- Spectator shelter.
- Spectator grandstand.
- 2 x redeveloped netball courts with match standard lighting.
- Separate netball home, away and umpire change rooms and amenities, office/admin area and storage.
- 2 x tennis courts
- Colac Youth Club building (south west of main oval).
- 2 x hockey fields (east of main oval) with lighting which are used for junior cricket matches and soccer training. The main hockey field has a synthetic cricket pitch.
- Hockey clubrooms with separate meeting, kitchenette and amenities.
- Various storage sheds (Little Athletics, Dog Obedience).
- Old scoreboard building (now used as storage).
- New electronic scoreboard.
- Public Toilets.
- Vegetated open space area.
- Various different car parking areas.
- Skatepark and informal open space area.
- Colac Secondary College Community Sports Field and Pavilion.

Central Reserve is home to a number of key stakeholders and user groups including:

- Colac Football Netball Club – the main tenant club at the reserve who use the reserve's facilities for pre-season training, the home and away football season for training and matches, and training during their finals series campaign (the club plays in the Geelong Football Netball League).
- Colac & District Football Netball League – uses the ground for feature matches during the season and the venue hosts the leagues finals series (6 full days of football and netball conducted over 4 weekends).
- Colac Auskick and junior football competition – use the main oval on Friday nights and Sunday mornings for 10 weeks (usually Term 2).
- Colac Little Athletics Club – the main summer tenant. The club uses the reserves main oval for track events and also utilises the field facilities at the reserve.
- Colac and District Cricket Association – has in the past used the main oval and hockey field for conducting their skills junior program. The association uses the main hockey field (with synthetic cricket pitch) as overflow for their U14s competition.
- Colac Otway Rovers AFC (Soccer) – use the hockey field for in town soccer training. The club uses Beeac Recreation Reserve for its matches.
- Colac and District Dog Obedience Club – uses the hockey field twice a week for classes.
- Colac Youth and Recreation Club – this separate building located on the site and managed by the club.

Regular users include a dance school, 8 Ball Club and Budgie Club.

- Irrewarra Cricket Club – is the main summer tenant for the CSC Community Sports Field and pavilion, and also uses the main hockey field and hockey rooms for their female teams' matches.
- Colac Secondary College – due to the proximity of the facilities to the school, the reserve is used for various sport and PE classes.
- Colac Specialist School – due to the proximity of the facilities to the school, the oval and netball courts are used by the school for various activities.
- Local schools for football, netball, cricket and athletic activities/carnivals.

Central Reserve is used for informal and passive recreation by the broader community, local schools and disability groups.

The hockey field is used as a dog-off-leash area in the absence of a formal dog park for Colac. This provides conflict for the hockey field users and the public. Dog owners also use the main oval for walking/running their dogs.

The Colac City Bowls Club is located on the Gravesend entrance to the Central Reserve facilities. The most recent master plan for the reserve was completed in 2000 and updated in 2008. With recent works now nearing completion at the reserve, a new master plan is required to provide strategic justification for future reserve improvements.

Lake Oval

Lake Oval is approximately 600m north of the Colac CBD. The reserve is located adjacent to Lake Colac. The western reserve boundary back onto residential housing. The reserves facilities have not had any significant investment and improvements for a number of years.

Lake Oval has a number of facilities including:

- Main oval with synthetic cricket pitch, with white picket fence.
- Cricket nets.
- Oval change rooms and amenities, with small kitchen and no separate umpire facilities.
- Various car parking areas – oval parking.

Lake Oval is home to a number of key stakeholders and user groups including:

- Colac Cricket Club – main summer tenant for the reserve (October to March).
- Colac and District Football Umpires Association – main winter tenant for the reserve (April to September).
- St Mary's Primary School for sport and PE activities including athletics running events.
- Local schools for cricket carnivals.

Over summer the reserve is heavily used, with cricket being played up to 6-7 days per week.

Lake Oval is used for informal and passive recreation by the broader community, local schools and disability groups.

The last master plan for the reserve was completed in 2007 and really didn't provide much guidance for both the user groups and Council. The master plans were very basic and do not reflect current sporting requirements and standards for facilities such as female friendly, accessibility, compliant and safe facilities. There was minimal user group consultation and no broader community consultation to determine how the facilities are used and could be used into the future. A master plan for the reserve which provides Council with a clear direction and coordinated approach to facility/asset renewal and reserve improvements is required.

Eastern Reserve

Eastern Reserve is approximately 1.5km south east of the Colac CBD and located on the former Colac tip site. The Barongarook Creek borders the Reserve on the west, north and east boundaries. The reserve is surrounded by residential housing and also close to industrial businesses. The reserve has not had any significant investment and improvements to its facilities for a number of years.

Eastern Reserve has a number of facilities including:

- Main oval with turf wicket pitches and baseball diamond. This impacts the respective user groups for ground set up and providing a safe playing surface for both cricket and baseball.
- Outdoor baseball batting cage – new cage needs to be re-constructed (south west corner).
- Cricket nets (north east corner).
- Netball courts x 6 lit to competition standard.
- Pavilion – very basic clubrooms with kiosk, kitchen and amenities. No formal change rooms. No separate umpire facilities.
- New playground.
- Various car parking areas.
- Public Toilets.

Eastern Reserve is home to a number of key stakeholders and user groups including:

- City United Cricket Club – main summer tenant for the oval (October to March). Club uses the reserve for training and matches. The reserve has the only turf wicket facility in Colac. Club also uses the pavilion.
- Colac Braves Baseball Club – main winter tenant for the oval (April to September). Turf wicket impacts the outfield. Due to being a former tip site, the oval surface undulations impact player safety. Club also uses the main pavilion.
- Colac and District Netball Association – main winter tenant for the netball courts (April to September). The Association also uses the main pavilion.
- Colac and District Summer Netball Association – main summer tenant for the netball courts (October to March). The Association also uses the main pavilion.
- Local netball clubs use the netball courts all year for pre-season and during season training.
- Local schools for netball carnivals.

Eastern Reserve is used for informal and passive recreation by the broader community, local schools and disability groups.

The recently constructed playground provides a popular attraction to the general public.

The netball court hardstand is well utilised outside of netball activities for families and children for scooters and bike riding. Requests have been made to consider multi-line marking on the netball courts to accommodate other public activities. The netball associations are not keen on this idea.

The last master plan for the reserve was completed in 2007 and really didn't provide much guidance for both the user groups and Council. The master plans were very basic and do not reflect current sporting requirements and standards for facilities such as female friendly, accessibility, compliant and safe facilities. There was minimal user group consultation and no broader community consultation to determine how the facilities are used and could be used into the future. A master plan for the reserve which provides Council with a clear direction and coordinated approach to facility/asset renewal and reserve improvements is required.

The pavilion is not very practical and does not meet current sporting facility guidelines.

Western Reserve

Western Reserve is approximately 1.8km west of the Colac CBD. The reserve abuts the Melbourne to Warrnambool railway line on the south, and the northern reserve boundary backs onto residential housing. The reserve is surrounded by residential housing and diagonally across the railway is Colac South West Primary School. The on-field oval facilities have recently been upgraded. The oval surface including drainage and irrigation have been upgraded to a Santa Ana Couch grass with full automatic irrigation system. The oval lighting has been upgraded to match standard (average 100 lux) to ensure better turf management during winter. The reserve is home to Colac Imperials Football Netball Club and the only female football teams in the Shire. The off-field facilities at the reserve have not had any significant investment and improvements for a number of years.

Western Reserve has a number of facilities including:

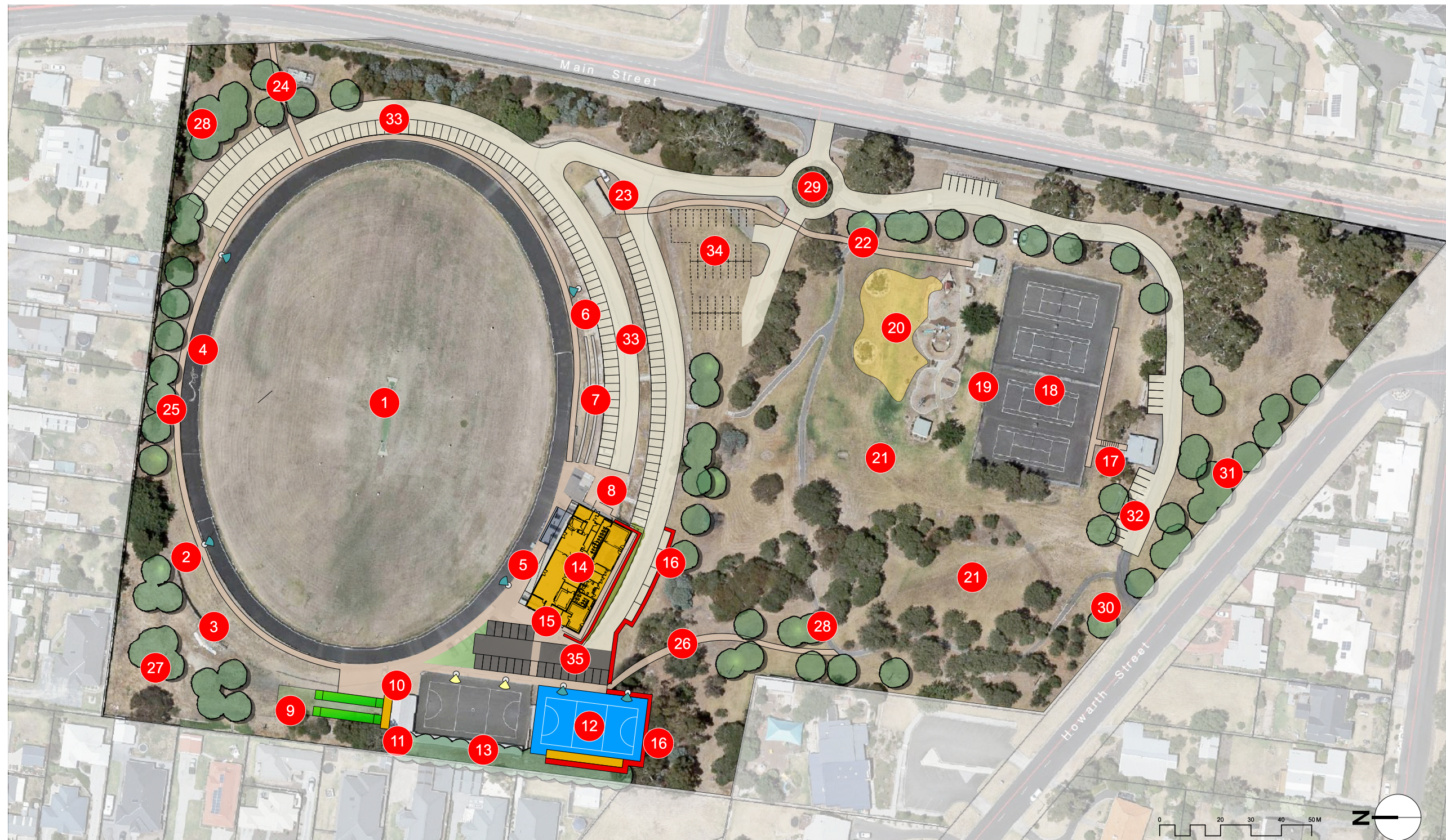
- Main oval including synthetic cricket pitch with match standard lighting.
- Cricket nets.
- Netball courts x 1.5 with non-compliant training standard lighting.
- Netball Change rooms and amenities.
- Oval change rooms and amenities, and small umpire area. The facilities are not female friendly and do not meet current sport facility standards.
- Social rooms including kitchen and amenities.
- Scoreboard structure.
- Various car parking areas – oval parking.
- Public Toilets.

Western Reserve is home to a number of key stakeholders and user groups including:

- Colac Imperials Football Netball Club – main winter tenant for the reserve (April to September). Club has 4 male football teams and 3 female football teams, and 6 netball teams across all divisions. The club uses the facilities for pre-season training and also home and away football netball season. The football change rooms are not female friendly with many female participants not using the facilities for changing.
- Colac West Cricket Club – main summer tenant for the oval (October to March). Club uses the oval and cricket nets for training and matches. The club use the change rooms during the season which aren't female friendly.
- South West Primary School for sport and PE activities including athletics running events.
- Local schools for football carnivals..

Western Reserve is used for informal and passive recreation by the broader community, local schools and disability groups.

The last master plan for the reserve was completed in 2007 and really didn't provide much guidance for both the user groups and Council. The master plans were very basic and do not reflect current sporting requirements and standards for facilities such as female friendly, accessibility, compliant and safe facilities. There was minimal user group consultation and no broader community consultation to determine how the facilities are used and could be used into the future. A master plan for the reserve which provides Council with a clear direction and coordinated approach to facility/asset renewal and reserve improvements is required.



Elliminyt Recreation Reserve Master Plan

NOVEMBER 2017

*simon*Leisure

memla
landscape architects

Plan Annotations

Sports Ground/ Cycling Track

- 1 Install new sub-surface irrigation and drainage systems
- 2 Upgrade the floodlights to 50 lux
- 3 Upgrade scoreboard to digital display system
- 4 Retain the current cycling track configuration, but resurface
- 5 Reposition the players benches back to improve the safety of cyclists
- 6 Install a 1.5m path around the oval – seal the sections of the path where gravel currently washes onto the cycling track
- 7 New terraced spectator area, and resolve drainage/ stormwater as part of works
- 8 Resolve the drainage/ stormwater run off from the car park area

Netball Precinct

- 9 Install two cricket practice nets when cricket becomes a regular tenant
- 10 Replace the container with an enclosed storage room as an extension to the netball sheds
- 11 Integrate run off from netball courts into stormwater system
- 12 New netball court, player shelter, and floodlights (assess feasibility of a cut and fill solution for the base to reduce costs)
- 13 Revegetation of batter to screen netball areas to adjacent residential areas

Main Sports Pavilion

- 14 Assess the feasibility to upgrade and extend the sports pavilion (or replace it) to include improved player and umpire change rooms, a new gymnasium, capability for the social area to be divided to accommodate concurrent use by co-tenants, new bar/ kitchen/ kiosk areas, new internal toilets, new meeting rooms, and increased storage
- 15 Remove former netball rooms
- 16 New retaining wall

Other Facilities and Spaces

- 17 Install steps and paths to better connect the clubrooms and the tennis courts
- 18 Resurface the tennis courts and make good the drainage surrounding the courts
- 19 Replace the tennis court perimeter fence
- 20 Site for possible future expansion of the playspace precinct
- 21 Site options to be investigated for possible BMX facility
- 22 New unsealed path to connect the playspace to the public toilet
- 23 Upgrade the public toilet
- 24 Install an unsealed connecting path from Main Street
- 25 Install an unsealed connecting path using the same design/ materials as existing
- 26 Reinstate existing paths that are overgrown and in poor condition
- 27 Work to improve the landscape amenity of the batters by turfing or other ground cover
- 28 Strengthen the tree planting throughout the reserve

Traffic Management

- 29 Install a roundabout at the reserve entrance
- 30 Remove the crossover to cease vehicle access from Howarth Street
- 31 Remove the crossover and reinstate to grass
- 32 Form unsealed car parking to service the tennis facility
- 33 Reconfigure existing unsealed access roads and car parking, and resolve drainage/ stormwater as part of works, and replant batter
- 34 New overflow car parking area
- 35 New sealed car park and access road to improve safety

Colac City Reserves Planning Project
Draft Report

Elliminyt Recreation Reserve Master Plan

Item No. on Plan	Sub-Precincts / Projects	Project Description / Specification	Priority	Estimated Costs
Sports Ground/ Cycling Track				
1	Upgrade the oval surface	- Install a new sub-surface automated irrigation system (\$135,000) - Install a new drainage system (\$135,000) - Spray, scarify, core and line plant existing turf, and top-dress with sand to achieve consistent levels (\$100,000)	M	\$370,000
2	Upgrade the floodlighting around the oval	- Australian Standards for training	H	\$300,000
3	Install a digital scoreboard	Assumes the existing structure can accommodate the attachment of a new digital scoreboard	M	\$35,000
4	Re-surface the velodrome	- Asphalt 450m x 6.5m = 3,000sqm @ \$80	H	\$311,500
5	Make safe the velodrome track	- Reposition the coaches boxes (\$5,000) - Re-hinge track access gates to open outwards (\$3,500)	H	\$8,500
6	Install a path around the oval	- Unsealed section 275m x 1.5m = 410sqm @ \$35 (\$14,350) - Sealed section (in front of spectator terracing) 80m x 1.5m = 120sqm @ \$85 (\$10,200)	L	\$24,550
7	New terraced spectator standing area	- Allowance for 50m of two levels of unsealed terracing 100m @ \$150 (\$15,000) and stormwater management (\$10,000)	L	\$25,000
8	Control storm water run-off from the car park towards the pavilion	- Allowance for pits, collector swales and sealing	H	\$15,000
	Consultant Fees (design, documentation, administration)	@ 10% of project cost		\$89,805
	Sub Total Sporting Facilities			\$1,179,355
Netball Precinct				
9	Install two cricket practice nets	- Includes concrete base, synthetic surfacing for the whole concrete base, fencing	L	\$150,000
10	New enclosed storage room as an extension to the netball sheds	- 10m x 3m on a concrete slab with a roller door 30sqm @ \$300	M	\$9,000
11	Integrate the stormwater run-off from the netball courts into the broader stormwater system		H	\$10,000
12, 16	New netball court	Scope includes: - removal of trees (\$10,000) - earthworks, including cut and fill, and retaining wall (\$150,000) - new asphalt court with 3.05m run-offs, line-marking and goals - court fencing, shelter (\$160,000) - floodlights to Australian Standards for training (\$65,000)	H	\$385,000
13	Revegetate batter	- Shrub planting	M	\$4,500
	Consultant Fees (design, documentation, administration)	@ 10% of project cost		\$55,850
	Sub Total Sports Ground/ Cycling Track			\$614,350
Main Sports Pavilion				
14a	New retaining wall	- 70m @ \$450	H	\$31,500
14a	Engage a building architect to undertake a feasibility study to investigate the options for the upgrade, extension and/or replacement of the main pavilion, and to prepare final design plans		H	\$35,000
14b	Extend and upgrade the sports pavilion building	Scope of works for upgrade and extension option (refer Appendix 5 for floor plan): - General site infrastructure (\$220,000) - Upgraded social rooms, including full height windows and operable wall - Re-purposed kitchen/ canteen - New bar and store, and furniture store - New internal toilets, including an accessible toilet - New home, away and umpire change rooms - all female friendly - New gymnasium - New equipment storage Estimated floor area for proposed pavilion (700sqm) Allowance for upgrade of existing 365sqm @ \$2,200 (\$803,000) Allowance for extension/ new spaces 340sqm @ \$2,900 (\$986,000) New verandah roofing (\$85,000) Site services (\$50,000) Pavilion rebuild cost: - General site infrastructure (\$220,000) - Site services (\$50,000) - New building 705sqm @ \$2,900 (\$2,044,500) Total \$2,314,500	H	\$2,959,000
15	Demolish the former netball room		H	\$15,000
16	New retaining wall along the access road (See No. 12 above for netball component)	- 85m @ \$450	M	\$38,250
	Consultant Fees (design, documentation, administration)	@ 10% of project cost		\$223,225
	Sub Total Main Sports Pavilion			\$3,301,975

Elliminyt Recreation Reserve Master Plan

Item No. on Plan	Sub-Precincts / Projects	Project Description / Specification	Priority	Estimated Costs
Other Facilities and Spaces				
17	Install steps and paths to better connect the tennis courts with the tennis clubroom	- Allow for sealed path to follow grade - Estimated 65m x 1.5m = 100sqm @ \$85	H	\$8,500
18	Resurface the tennis courts	- Resurface the courts with asphalt, approx. 2,470sqm @ \$15 (\$37,050) - Line-marking (\$3,000) - Repair perimeter stormwater drainage to improve flow (\$7,500)	M	\$47,550
19	Replace the tennis court fencing	- Approx. 210m @ \$100 supply and install	L	\$21,000
20	Future expansion of play space	- Allowance only	M	\$100,000
21	Consider site options for a new BMX facility	- Allowance is for a dirt jumps course (design and construct)	M	\$75,000
22	New unsealed path between the play space and the public toilet	- Approx. 130m x 1.5m = 195sqm @ \$35	M	\$6,825
23	Upgrade the public toilet	- Allowance only for new fittings, painting	H	\$35,000
24	New unsealed path between Main Street and the oval	- Approx. 50m x 1.5m = 75sqm @ \$35	L	\$2,625
25	Project is incorporated into No. 6 above			
26	Reinstate the existing paths throughout the reserve that are overgrown and in poor condition	- Allowance only	L	\$25,000
27	Improve the landscape amenity of the batters around the northern and western sides of the oval	- Shrub planting	M	\$10,000
28	Undertake tree planting, as required	- Allowance for 50 semi-mature trees @ \$250	M	\$12,500
	Consultant Fees (design, documentation, administration)	@ 10% of project cost		\$34,400
	Sub Total Other Facilities			\$378,400
Traffic Management				
29	Install a roundabout at the reserve entrance	- Allows for sealed surface within the roundabout, and the first 5m extending from the roundabout	L	\$75,000
30	Remove the crossover off Howarth Street	- Allowance to break and remove the crossover, new kerb, and reinstatement to grass	H	\$7,500
31	Remove the crossover off Howarth Street	- Allowance to break and remove the crossover, new kerb, and reinstatement to grass	H	\$7,500
32	Form unsealed car park to service the tennis facility	- Approx. 100sqm @ \$35 (\$3,500) - Install bollards, bumpers (\$7,500)	M	\$11,000
33	Reconfigure the existing unsealed access roads and car parking south of the oval, and formalise new car parking east of the oval	- Allow for spaces 2.6m wide x 4.9m long, and back-up area of 6.0m - Approx. lineal length of section south of the oval and requiring upgrade is 250m, and the length of the new gravel car parking around the east of the oval is 120m - Estimated total works 4,100sqm of gravel @ \$35 (\$143,500) - Allowance for stormwater management (\$30,000) - Allowance for planting batters (\$10,000)	L	\$183,500
34	Create a new overflow car parking	- No works required		
35	New sealed car park and access road between the netball court and the main pavilion	- Allowance for 23 car parks including kerb and channel @ \$3,000 per space (\$69,000) - Allowance for bollards/ fence (\$25,000)	M	\$94,000
	Consultant Fees (design, documentation, administration)	@ 10% of project cost		\$37,850
	Sub Total Traffic Management			\$416,350

TOTAL MASTER PLAN COSTS (ex GST)			\$ 5,890,430
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Appendix B: Background Report Summary

The table on the following pages provides a summary of key directions and influences from relevant background reports, plans and strategies that may impact on the development of master plans for each reserve.

Document /Source	Key Directions / Influences	Implications for Master Plans
Council Strategic Documents and Policy		
Council Plan, 2017-2021 Revised 22 July 2020	<ul style="list-style-type: none"> Strategic vision includes “the delivery of high-quality services that meet community needs and demonstrate value for money”. Theme 1: Our Prosperity <ul style="list-style-type: none"> Economic Growth Thriving Industries Partnerships Great Ocean Road Theme 2: Our Places <ul style="list-style-type: none"> Assets & Infrastructure Sustainable Welcoming & Attractive Natural Environment Capital Works Delivery Emergency Management Theme 3: Our Community <ul style="list-style-type: none"> Socially Connected Events, Arts & Culture Lifelong Learning Physical Activity Inclusive Community Plan for Community Theme 4: Our Leadership & Management <ul style="list-style-type: none"> Financial Management Openness and Accountability Organisational Development Value for Money Communication Statement of Capital Works forecasts spending on Recreation, Leisure and Community Facilities will increase from \$2.83mil in 2021/22 to \$2.94mil in 2023/24 (increase of \$114k). 	<ul style="list-style-type: none"> Master Plan initiatives should reflect Council’s key themes, in particular: <ul style="list-style-type: none"> Sustainable assets and infrastructure. Connected, inclusive communities. Supporting physical activity participation. Reflecting community needs (now and future). Represent value for money. Implementation of actions will be undertaken in partnership with key stakeholders. Council has limited capacity to increase current Capital Works resourcing and will seek opportunities to maximise external funding support. Initiatives should therefore reflect broader Government investment priorities where appropriate.
Council Council Plan incorporating Municipal Health and Wellbeing Plan, 2021-2025 (Draft, Aug, 2021)	<ul style="list-style-type: none"> The Council Plan outlines the strategic direction for Council over the next four years. For the first time, the Council Plan also incorporates the Municipal Health and Wellbeing Plan. Our Community Vision 2050: <ul style="list-style-type: none"> By 2050, Colac Otway Shire will be a destination where people come to appreciate our unique and diverse environment and friendly communities. The vision incorporates the following key themes: <ul style="list-style-type: none"> Valuing the natural and built environment Strong and resilient economy Healthy, inclusive and connected community Strong leadership and management 	<ul style="list-style-type: none"> Master Plan initiatives will help contribute to achieving the Council vision and key objectives including: <ul style="list-style-type: none"> Provide fit for purpose, accessible and well-utilised recreation, arts and community facilities and services. Promote and demonstrate gender equity. Plan for and supply quality public open space to meet community needs.

Document /Source	Key Directions / Influences	Implications for Master Plans
	<ul style="list-style-type: none"> Participation in a physical activity organised by a sports club or association: Colac Otway: 15.6%, Victoria: 9.8% Percentage of people who do physical activity four or more days per week: Colac Otway: 51.2%, Victoria: 41.3% Obesity rates: Colac Otway: 28.4%, Victoria: 19.3% Health and wellbeing priorities included: <ul style="list-style-type: none"> Preventing all forms of violence Tackling climate change & its impact on health Increasing active living Improving mental health & wellbeing Gender equity Council key themes (strategic priorities): <ul style="list-style-type: none"> Theme 1: Strong and Resilient Economy Theme 2: Valuing the Natural and Built Environment Theme 3: Healthy and Inclusive Community Theme 4: Strong Leadership and Management 	
Community Vision 2050 (Draft Aug, 2021)	<ul style="list-style-type: none"> By 2050, Colac Otway Shire will be a destination where people come to appreciate our unique and diverse environment and friendly communities. <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Master Plan initiatives will seek to enhance open spaces for broad community use, sustainability, and provide fit for purpose facilities and infrastructure that supports community health, wellbeing and physical activity participation.
Municipal Public Health and Wellbeing Plan 2017-2021	<ul style="list-style-type: none"> This Plan is a key document that shows how Council can influence better health and wellbeing outcomes for the community. The following priorities have been identified: <ul style="list-style-type: none"> Embed key health and wellbeing enablers Young people and their families Plan together for an ageing population Family violence Healthy eating and active living Mental health and connectedness Culture, heritage and diversity Alcohol, tobacco and other drugs 	<ul style="list-style-type: none"> The Master Plans to consider opportunities to support community health and wellbeing priorities, including active living. Relevant specific actions identified in the Health and Wellbeing Plan included: <ul style="list-style-type: none"> New and refurbished sport and recreation facilities adhere to sports facility guidelines and design principles suitable for all people. Encourage more people to participate by providing welcoming, inclusive and flexible sports options.
Colac 2050 Growth Plan & Community Infrastructure Plan, 2019	<ul style="list-style-type: none"> Colac 2050 establishes a strategic framework for the future planning and development of Colac, with an aim of increasing Colac’s population to 20,000 by 2050. The mission of the Colac 2050 Growth Plan is to facilitate the following for Colac: 	<ul style="list-style-type: none"> The Growth Plan notes an ongoing need to “Upgrade aging recreation infrastructure at existing reserves to meet future demand and comply with modern facility design standards, including upgrading sports lighting, playing surface improvements, and

Document /Source	Key Directions / Influences	Implications for Master Plans
	<ul style="list-style-type: none"> ○ A community that openly welcomes diversity, inspires innovation and provides a range of lifestyle opportunities whilst maintaining a botanical landscape where people desire to live, work and visit. • The vision for Colac by 2050 (in part): <ul style="list-style-type: none"> ○ The city draws on the core concepts of sustainability and liveability to create a physically and socially connected place that meets the needs of all ages and abilities. It is a city characterised by its strong local and multi-faceted economy, which provides diverse business investment and employment opportunities. ○ It is a botanic city that is welcoming, engaging and attractive to visitors, and embraces its cultural landscape, creeks and Lake Colac as key features of the town. • The residential land supply analysis indicated that to meet a population target of 20,000, Colac will need in the order of 1800 dwellings in addition to existing land supply, and greater than this if some of the existing supply is not developed. Given Colac's traditional larger lot sizes, this is likely to equate to around 170ha of new land for residential development. • Retaining opportunities for the expansion of community infrastructure and recreational and cultural facilities to match the needs of the growing community. • There is current demand for the provision of soccer fields in Colac. There is potential to explore using the former Colac High School site in Colac west for this purpose. • There is the need to upgrade aging recreation infrastructure at existing reserves to meet future demand and comply with modern facility design standards, including meeting the needs of female players and umpires. The lighting of playing fields and courts is a short term priority, along with surface improvements. • There is an opportunity to investigate the redevelopment of the lawn tennis club including consolidating all tennis facilities in Colac at one venue to provide a modern and sustainable facility which is suitable for local competition and other tournament needs. • There is a need for an additional 8ha minimum reserve as a minimum in the Deans Creek corridor to service lower profile or emerging sports such as baseball and rugby. • There will also need to be the provision of 1ha neighbourhood public open spaces to service new 	<p>meeting the needs of female players and umpires."</p> <ul style="list-style-type: none"> • Other implications / considerations for the Master Plans include: <ul style="list-style-type: none"> ○ Soccer fields are to be established at the former Colac High School to accommodate demand – therefore ongoing use of Central Reserve for training may not be required in the longer term. ○ Council will consider opportunities to consolidate tennis facilities in Colac to a single venue (i.e. Colac Lawn Tennis) – therefore consider the role and future of existing courts at Central Reserve. ○ Council will acquire a new Active Recreation reserve in future growth area (Deans Creek corridor) for lower profile sports such as baseball and rugby – therefore review the long-term use of Eastern Reserve for baseball. ○ There is a potential oversupply of netball courts in Colac – however this reflects the competition structures requiring facilities at football/netball venues. ○ Ensure that the facility needs of female players and umpires are taken into consideration in the redevelopment of existing clubrooms/pavilion and the planning of new facilities. ○ Develop or enhance neighbourhood park facilities such as picnic and play facilities on sports reserves including Western Oval, Central Reserve and Eastern Reserve. • Complete the following works: <ul style="list-style-type: none"> ○ Central Reserve: implement masterplan including new pavilion, redeveloped grandstand, new netball changerooms, redeveloped netball courts and lighting ○ Western Oval: upgrade playing surface, upgrade netball changerooms and lighting ○ Colac Cricket Ground: upgrade clubrooms ○ Elliminyt Recreation Reserve: upgrade playing field, provide an additional netball court or jointly use

Document /Source	Key Directions / Influences	Implications for Master Plans
	communities in the growth areas within a walkable distance of all houses.	tennis court, expand pavilion/change rooms.
Public Open Space Strategy, 2011	<ul style="list-style-type: none"> • The Strategy is over ten years old and requires updating, however core elements remain relevant, including: <ul style="list-style-type: none"> • Vision: <ul style="list-style-type: none"> ○ Provide a widely varied and sustainable network of open spaces which meets the needs of a diverse community for recreation, sporting and social opportunities as well as protecting and enhancing important flora, fauna and landscape values. • Guiding Principles (in summary): <ul style="list-style-type: none"> ○ Environmentally sustainable; ○ Accessible; ○ Provided and improved to offer a balanced and diverse range of opportunities for passive recreation, children's play, social gatherings, informal active recreation, walking, cycling and organised sport. ○ Managed, where appropriate, in partnership with other agencies, service organisations, sports clubs and other groups. ○ Managed to protect and enhance areas with significant flora, fauna, geological, heritage, cultural and/or landscape values. ○ Planned so that it contributes to the economic, health, social wellbeing and connectivity of the diverse communities in Colac Otway Shire. ○ Sufficiently resourced to provide quality development and maintenance at appropriate standards. ○ Expanded as opportunities arise such as in new subdivisions and along waterways. ○ No net loss of open space. • Hierarchy: <ul style="list-style-type: none"> ○ Township sports reserve provided with facilities for sports i.e. football, cricket, netball, etc. and a pavilion and often also with a public toilet. ○ Regional open space, i.e. open space that might attract users from within municipal wide catchment and potentially also visitors from outside the area. • Classification: <ul style="list-style-type: none"> ○ Sports Reserve Open space primarily developed and managed for the playing of organised sports in an outdoor setting. Facilities within the reserve would generally include grassed and/or synthetic playing fields and courts, car parking, pavilions and toilets. This category often contains facilities which by their nature are exclusively used by one sports or other club, such as a bowling club. Perimeter areas could be developed as parkland with playgrounds, picnic 	<ul style="list-style-type: none"> • Implementation of the Master Plans will help contribute to achieving the overarching Vision for open space in the City. • The Guiding Principles will be used to help inform a revised set of Planning Principles for this project (i.e. Principles Based Planning Framework) and to guide the relative implementation priority of actions across all reserves. • The open space Hierarchy and Classification for each site will continue to guide development standards and levels of service. i.e.: <ul style="list-style-type: none"> ○ Eastern, Western, Lake Oval (Colac Cricket Ground) and Elliminyt Reserve are all "Township Sports Reserves". ○ Central Reserve is a "Regional Sports Reserve". • Actions identified for Sports Reserves that remain relevant for consideration in the Master Plans include: <ul style="list-style-type: none"> ○ Upgrade the existing pavilions and other facilities. ○ Landscape around the ovals. ○ Improve the car parking arrangements. ○ Provide informal recreation opportunities, for example: seating, picnic areas, play spaces, pathways, landscape features, etc. ○ Provide for non-organised active recreation such as kick around areas around the ovals. ○ Investigate bike paths to give safer access to the skate park in Central Reserve.

Document /Source	Key Directions / Influences	Implications for Master Plans
	<p>areas and walking paths to provide informal recreation opportunities.</p> <ul style="list-style-type: none"> • Development Standards: <ul style="list-style-type: none"> ○ The Open Space Plan (Table 7.1) outlines a set of “Standards for Open Space Development” relating to the provision of infrastructure and facilities in line with the open space hierarchy and nature or category. 	
Physical Activity Strategy, 2014-2017	<ul style="list-style-type: none"> • Mission: <ul style="list-style-type: none"> ○ To encourage more people to be more active more often. • Principles guiding implementation priorities: <ul style="list-style-type: none"> ○ Impact – intervention or initiative is likely to have a positive impact on increasing levels of physical activity participation, based on the evidence review undertaken as part of the Strategy ○ Feasibility – intervention or initiative can be achieved using existing networks and partners, or such networks and partners will be relatively easy to develop in the short term ○ Affordability – intervention or initiative can be achieved using existing resource levels, or likelihood of obtaining sufficient resources within the short term is high ○ Acceptability – intervention or initiative likely to be acceptable and relevant to Council, the target market and the broader communities ○ Sustainability – intervention or initiative is likely to result in changed behaviours, practices and attitudes, and be sustainable from a cost and ongoing resourcing perspective 	<ul style="list-style-type: none"> • Development of the Master Plans is consistent with Action Item #33: <i>Ensure that all active sport and recreation settings such as recreation reserves, stadiums, tennis courts, etc are planned, designed, managed and maintained in such a way as to be accessible and appropriate to the needs of all user groups.</i> • Master Plans to consider initiatives that address physical activity participation barriers, in particular safety, walkability, fit for purpose facilities and infrastructure and opportunities for multi-use, including play and informal recreation. • The guiding principles will be considered in framing a Principles Based Planning Framework to guide implementation of the Master Plans.
Recreation Strategy, 2006-2010	<ul style="list-style-type: none"> • The Strategy is considered out of date, however guiding principles included: <ul style="list-style-type: none"> ○ Accessibility: Equitable provision and the opportunities to participate in recreation are to be accessible to all regardless of age or ability. ○ Partnerships: The Recreation Unit will initiate and develop partnerships within and beyond the community to ensure the ongoing provision of recreation facilities and services. Clubs and organisations will be encouraged to share facilities, services and recreation resources to capitalise on availability. ○ Risk management: The Recreation Unit will maintain awareness and manage risk with a preventative approach as opposed to a reactive approach. Council’s collaboration with State and Federal Government, State Associations and clubs will ensure consistent planning for risk and avoid unnecessary duplication of risk management procedure requirements. ○ Financial Sustainability: Resources will be made available to all sporting and recreation 	<ul style="list-style-type: none"> • The guiding principles will be considered in framing a Principles Based Planning Framework to guide implementation of the Master Plans.

Document /Source	Key Directions / Influences	Implications for Master Plans
	<p>committees to develop effective financial management strategies to reduce direct nett cost to Council.</p> <ul style="list-style-type: none"> ○ Flexible multi purpose approach: Formal joint use arrangements will be developed and the Recreation Unit will support facilities on the basis of maximum use. Planning of new facilities or redevelopment of existing will require consideration of flexible multi purpose capacities. ○ Cross organisational input: Discussions and planning across various Colac Otway Shire Units will be encouraged to ensure awareness and consistency with Council’s 2006-2010 Recreation Strategy and other relevant endorsed planning. 	
Active Transport Strategy, 2013-2023	<ul style="list-style-type: none"> • There are no specific actions relating to individual reserves, however the following design principles are to be considered to promote walking and cycling: <ul style="list-style-type: none"> ○ Convenience ○ Accessibility ○ Safety ○ Comfort ○ Attractiveness 	<ul style="list-style-type: none"> • The following principles from the Australian Urban Design Protocol provide a holistic approach for designing environments that support walking and cycling: <ul style="list-style-type: none"> ○ It prioritises people walking or riding before vehicles. ○ It is easy to get around on foot, bike, wheelchair, pushing a pram or wheeling luggage. ○ Buildings and streets feel like they’re the right size and type for that place. ○ It encourages physical activity and social interaction, and promotes a healthy lifestyle.
Recreation Reserve Fees and Charges Policy, 2013	<ul style="list-style-type: none"> • The Recreation Reserve Fees and Charges Policy pertain to the fees collected from users of Recreation Reserves within the Colac Otway Shire for the purposes of recreation, sport, events and other community activities. The intent of the Policy is to provide clarity and consistency for all user groups and Managers of the Recreation Reserves within the Colac Otway Shire and for Council. • The level of maintenance for City Reserves is commensurate with its classification (hierarchy) as per Council’s Public Open Space Strategy. The higher the level of classification, the greater Council’s contribution to maintenance of the reserve. • A percentage of the gross cost, as determined by Council (eg: 15%), is recovered from users of sportsgrounds. • It is Council Policy to secure where possible external funding and contributions to assist with the implementation of the Capital Works Program. This applies directly to capital works projects to be undertaken at Recreation Reserves. • The Policy includes detail on maintenance responsibilities, however does not include any 	<ul style="list-style-type: none"> • Implementation of Master Plan actions will require external funding for capital improvements. Council will actively seek funding opportunities in partnership with tenant groups, however, Council does not have the capacity to implement actions without external funding support. • In line with the Policy formula, clubs may be required to pay higher fees if/when facilities are improved reflecting higher asset values and ongoing maintenance requirements. • There is a Policy gap in terms of acceptable levels, scope and standard of infrastructure provision across the reserve hierarchies (e.g. number of cricket nets, netball courts, pavilion sizes etc).

Document /Source	Key Directions / Influences	Implications for Master Plans
	guidance on acceptable levels, scope or standard of infrastructure provision.	
Capital Projects Prioritisation Policy (Draft, Aug 2021)	<ul style="list-style-type: none"> The purpose of this policy is to ensure that Council's limited funds available for capital expenditure on New, Upgrade and Expansion projects are utilised as effectively as possible and are allocated transparently, equitably and in accordance with the principles of best practice asset management. Capital funding project evaluation criteria. Priority will be given to projects that; Principle 1 – Strategic Alignment <ul style="list-style-type: none"> 1.1 are identified in the Council Plan, an approved Strategy, Council Policy and/or Council Resolution or projects that are consistent or aligned to broader regional strategies. 1.2 meet an identified demand, substantiated by a thorough process of data collection, analysis and community consultation. Principle 2 – Economic Benefit <ul style="list-style-type: none"> 2.1 can leverage external funding. 2.2 limit or reduce impacts on Council's operating costs. 2.3 support or provide benefits to the local economy. Principle 3 – Social Benefit <ul style="list-style-type: none"> 3.1 have the support of the majority of the community and key stakeholders. 3.2 do not duplicate an existing service(s) currently provided to intended users or participants. 3.3 increase access or participation opportunities for a disadvantaged, or vulnerable community groups. 3.4 demonstrate improved social interaction, physical and mental health and wellbeing outcomes 3.5 improve the liveability of the municipality. 3.6 contribute to the protection of Council's cultural and/or heritage values. Principle 4 – Environmental Benefit <ul style="list-style-type: none"> 4.1 minimise energy and water use and reduce waste disposal/ maximise recycling opportunities 4.2 protect s and/or contributes to biodiversity values. 4.3 contributes to achieving Council's carbon neutral target. Principle 5 – Safety, Risk and Compliance <ul style="list-style-type: none"> 5.1 addresses a safety issue. 5.2 addresses a legislated requirement 5.3 is adequately scoped terms of cost, quality standard and project duration. 	<ul style="list-style-type: none"> Improvement initiatives to focus on projects that are consistent with: <ul style="list-style-type: none"> Principle 1 – Strategic Alignment Principle 2 – Economic Benefit Principle 3 – Social Benefit Principle 4 – Environmental Benefit Principle 5 – Safety, Risk and Compliance
Capital Funds Allocation Policy (Draft, Aug 2021)	<ul style="list-style-type: none"> The purpose of this policy is to ensure that Council's limited funds available for capital expenditure are utilised as effectively as possible and are allocated in 	<ul style="list-style-type: none"> Individual improvement initiatives outlined in each Master Plans will be subject to further detailed planning (if

Document /Source	Key Directions / Influences	Implications for Master Plans
	<p>accordance with the principles of best practice asset management.</p> <ul style="list-style-type: none"> Funding priority will continue to be directed towards the "Asset Renewal" component of the CWP in order to achieve a sustainable asset management position. Annual funding will endeavour to be allocated to the levels recommended in Council's Asset Management Plans. Accordingly, funds available for New assets and asset Upgrade and Expansion will be limited and subject to a process of nomination and prioritisation. Projects that have undergone the nomination and scoping process will be prioritised in accordance with the criteria in Council's Capital Project Prioritisation Policy. 	<p>over \$50,000) and subject to Council's budget/funding nomination process.</p> <ul style="list-style-type: none"> Individual projects will be assessed using the Capital Prioritisation Policy criteria, specifically: <ul style="list-style-type: none"> Principle 1 – Strategic Alignment Principle 2 – Economic Benefit Principle 3 – Social Benefit Principle 4 – Environmental Benefit Principle 5 – Safety, Risk and Compliance
G21 Documents		
G21 Physical Activity Strategy 2014-2017	<ul style="list-style-type: none"> Mission: <ul style="list-style-type: none"> To encourage more people to be more active more often. Council can positively contribute to the health and wellbeing of the community by making physical activity the easy choice. This can be done through careful and considered design of public spaces and the built environment, and by ensuring the needs of people are paramount when making decisions about the spaces in which they live, learn, work and play. 	<ul style="list-style-type: none"> Action item #16: Incorporate physical activity components such as footpath markings, active play equipment, etc into urban spaces whenever new works are undertaken or when opportunities exist for such developments to occur. Action item #33: Ensure that all active sport and recreation settings such as recreation reserves, stadiums, tennis courts, etc are planned, designed, managed and maintained in such a way as to be accessible and appropriate to the needs of all user groups.
G21 and AFL Barwon Regional Strategy, 2015	<ul style="list-style-type: none"> Vision: <ul style="list-style-type: none"> To work together to grow and prosper community football and netball. PRIORITY 1 Support the capacity building of clubs and their people. PRIORITY 2 Increase the quality and functionality and maximise the carrying capacity of existing facilities. PRIORITY 3 Plan and develop new facilities in key growth areas across the region. PRIORITY 4 Capitalise on opportunities to create a Regional Administration Centre. PRIORITY 5 Ensure programs and facilities cater for the diversity of participants that are attracted to our game/s. PRIORITY 6 Continue to enhance the relationship between football / netball, government and community partners in planning and provision of facilities. The report notes: <i>Investment in the region's facilities to ensure current facilities meet AFL Victoria and Netball Victoria minimum requirements and adequately accommodate anticipated participation growth and diversity of participants is essential.</i> 	<ul style="list-style-type: none"> The Strategy notes that existing facilities in Colac require improvement. The report suggests amenities and infrastructure that have the greatest influence and impact on a venue being able to facilitate current competition requirements and support growth in participation are: <ol style="list-style-type: none"> unisex change rooms (players and umpires), football sports lighting, netball sports lighting, ground surface quality, playing condition of the main netball court, quality of the main pavilion.
G21 and AFL Barwon	<ul style="list-style-type: none"> The key findings of the G21 and AFL Barwon Towards 2030: Strategy are: 	<ul style="list-style-type: none"> Facility condition audits were conducted in 2019. Results indicate that aside from

Document /Source	Key Directions / Influences	Implications for Master Plans
Towards 2030: Strategy, Draft December 2020	<ul style="list-style-type: none"> ○ Sustained growth in participation is being experienced across club-based football and netball throughout the Region, particularly in female football. ○ Continuing to provide gender neutral amenities and increasing the capacity of existing facilities to cater for participation growth and future demand is critical. ○ The provision and improvement of playing surface lighting at existing facilities will create better access, programmability and capacity of venues. ○ The development of additional football and netball facilities and clubs, particularly in areas of population growth, should reflect population and participation forecasts and provision requirements. ○ There is a healthy provision of modern, regional level facilities which have the capacity to host higher level events, finals, competitions and greater spectator numbers over the next 10 years. ○ A coordinated approach to monitoring the impacts of COVID-19 on football and netball clubs and the engagement of players during the cessation of sport is critical. ○ Participation strategies in areas identified as vulnerable are required to ensure club-based football and netball remains viable. This includes creating stronger linkages with schools. ○ A collaborative approach to investment and the advocacy for the continuation of key funding programs is crucial to deliver new and redeveloped football and netball facilities. 	<p>Central Reserve, all other venues require facility improvement works, particularly pavilion upgrades to improve gender equity.</p> <ul style="list-style-type: none"> • Overall strategic priorities identified in the plan included: <ul style="list-style-type: none"> ○ PRIORITY 1 Continue to enhance the relationship between football and netball, government and community partners in the planning and investment of facilities. ○ PRIORITY 2 Increase the quality, functionality, capacity and sustainability of existing facilities. ○ PRIORITY 3 Ensure facilities cater for the diversity of participants playing across the G21 Region. ○ PRIORITY 4 Support the capacity building and education of clubs and people. ○ PRIORITY 5 Plan and develop facilities in growth and priority areas across the G21 Region. ○ PRIORITY 6 Identify the location, role and function of regional level facilities and a secure a long-term plan for the Regional Administration Centre.
G21 Regional Tennis Strategy 2015-2025	<ul style="list-style-type: none"> • Four actions are considered critical to the improvement of tennis across the region: <ol style="list-style-type: none"> 1. Restructure tennis governance in the G21 region. 2. Strategically invest in tennis court lighting to grow participation. 3. Support the sustainability of tennis via the new national affiliation model. 4. Adopt recommendations into organisation work plans and budgets • There are currently 26 individual tennis venues (including Colac Indoor Tennis Centre) providing 67 courts across the Colac Otway Shire on Council and non-Council owned or managed land (including Crown and private land). • Explore long-term redevelopment or relocation options for the Colac Lawn Tennis Club and tennis facility provision within Colac – i.e. Establish a consolidated 'Large Community Facility'. • Recommendations for Colac Central Reserve and Elliminyt Tennis Courts: Assess long-term viability of 	<ul style="list-style-type: none"> • Retain Elliminyt Tennis Courts as per existing Master Plan for the site. • The existing two courts at Central Reserve are not used by a Club, consider long term future of these courts as part of the Master Plan, options include removal, retention for informal use and/or identify alternative uses of this space in the reserve.

Document /Source	Key Directions / Influences	Implications for Master Plans
	each site as part of a broader assessment of all tennis venues in Colac.	
G21 Regional Football (Soccer) Strategy, 2012	<ul style="list-style-type: none"> • A number of regional priority focus areas were identified, these are: <ol style="list-style-type: none"> 1. Alignment of Football (Soccer) planning 2. Participation and Pathways 3. Facility Management 4. Club Management and Support, and 5. Resourcing and Partnering • Colac priorities: <ul style="list-style-type: none"> ○ Negotiate the use of Central Reserve for Colac Otway Rovers to run Football (Soccer) open days and any marquee games or community Football (Soccer) events. ○ To review feasibility of upgrading Central Reserve rectangular area (ex hockey), to allow it to be redeveloped as a senior pitch and training ground facility. 	<ul style="list-style-type: none"> • Review the feasibility of upgrading Central Reserve rectangular area (ex hockey), to allow it to be redeveloped as a senior soccer pitch and training ground facility.
G21 Regional Hockey Strategy, 2019	<ul style="list-style-type: none"> • The G21 Regional Hockey Strategy has been developed to guide the overall direction and development of hockey across the G21 Region for the next 10 years. • Colac priorities: <ul style="list-style-type: none"> ○ Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development. ○ Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation. 	<ul style="list-style-type: none"> • Formal Hockey pitches are not to be developed at any of Colac reserve. • However, consider opportunities for unstructured forms of hockey and training/skill development – i.e. multi-use of rectangular field at Central Reserve.
G21 and Cricket Victoria Regional Cricket Strategy, 2019	<ul style="list-style-type: none"> • The G21 and Cricket Victoria Barwon Regional Cricket Strategy aims to guide the future planning and development of cricket across the Barwon Region to 2028. • Colac Otway accounts for 12% (19 fields) of total G21 provision. • Colac Otway Shire average ground to population provision ratio 1: 1,114 – significantly higher than the Cricket Vic planning benchmark. • Colac priorities: <ul style="list-style-type: none"> ○ Upgrade training facilities. ○ Upgrade pavilion facilities (including female friendly). 	<ul style="list-style-type: none"> • The existing level of oval provision in Colac is above the regional average. Additional grounds are not required. • Relevant strategic priorities (i.e. #3) is to <i>Maximise the capacity and activation of existing sites.</i> • Master Plan initiatives to focus on improving training facilities and upgrading pavilions.
Council Sport Specific Strategies		
Colac Otway Shire Tennis Facility – Audit and Development Plan, 2011	<ul style="list-style-type: none"> • The Plan is now over ten-years old. • Central Reserve courts are classified Neighbourhood. • Elliminyt Reserve courts are classified District/Township. 	<ul style="list-style-type: none"> • Central Reserve facility recommendations include resurface courts and upgrade fencing. • Elliminyt Reserve facility recommendations include resurfacing, fencing and net/post upgrades.
Previous Reserve Specific Master Plans		
Eastern Reserve	<ul style="list-style-type: none"> • Develop in 2008 and now considered out of date. Previous strategic priorities that appear not to have been implemented include: 	<ul style="list-style-type: none"> • Review the ongoing use of the oval for formal sports (baseball and cricket) given ongoing subsidence issues.

Document /Source	Key Directions / Influences	Implications for Master Plans
	<ul style="list-style-type: none"> ○ Baseball field lighting. ○ Baseball storage facility. ○ Drinking taps. ○ Relevel and top-dress oval surface. ○ Remodel cricket nets to accommodate baseball use. ○ Upgrade and extend the existing pavilion and/or establish a new facility for baseball closer to the diamond. ○ Improve traffic management, control, definition and safety. ○ Reconstruct netball courts to Netball Vic standards. 	<ul style="list-style-type: none"> ● Review improvement priorities in consultation with user groups.
Western Reserve	<ul style="list-style-type: none"> ● Master Plan developed in 2014 and now considered out of date. Previous strategic priorities that appear not to have been implemented include: <ul style="list-style-type: none"> ○ Improve traffic management and define car parking (alter/move entry to accommodate two new netball courts). ○ Establishment of two new netball courts and new netball club room and change room. ○ Install playground behind goals. ○ Spectator seating around oval. ○ Netting behind goals. ○ New cricket nets (x3) with new storage shed. ○ Extension to Social Rooms. ○ Improve spectator areas in front of buildings. ● Western Reserve Venue Improvement Plan, 2018. Previous strategic priorities that appear not to have been implemented include: <ul style="list-style-type: none"> ○ Unisex player and umpire amenities – 2xplayer change rooms, 1xumpires change room. ○ Social pavilion upgrade. ○ (NB: the 2018 plan retains a single netball court plus warm up area). 	<ul style="list-style-type: none"> ● Review improvement priorities in consultation with user groups.
Lake Oval (Colac Cricket Ground)	<ul style="list-style-type: none"> ● Develop in 2008 and now considered out of date. Previous strategic priorities that appear not to have been implemented include: <ul style="list-style-type: none"> ○ Upgrade cricket nets (concrete pitches and fencing). ○ Upgrade oval surface and irrigation. ○ Install oval boundary fencing. ○ Provision of additional storage, pavilion maintenance improve car parking. 	<ul style="list-style-type: none"> ● Review improvement priorities in consultation with user groups.
Central Reserve	<ul style="list-style-type: none"> ● Previous Master Plans were developed in 2000 and 2008. Not all recommendations have been implemented and the use of the reserve has significantly changed over the years, including establishment of Category 4 AFL pavilion facilities. ● Previous plans outlined various options for the 'former' hockey fields, little athletics facilities, tennis courts and informal recreation areas. 	<ul style="list-style-type: none"> ● Review improvement priorities in consultation with user groups.

Document /Source	Key Directions / Influences	Implications for Master Plans
Elliminyt Recreation Reserve, 2018	<ul style="list-style-type: none"> ● A Master Plan was developed in 2018 and is still considered relevant and will be used to guide future development of the reserve. ● Indicative costs to implement the plan were estimated at \$5.9million in 2018. 	<ul style="list-style-type: none"> ● Incorporate Master Plan actions into an overall Implementation Framework as part of this project to guide investment priorities across all reserves in Colac.

Item: 9.3

Lake Colac Caravan Park Expression of Interest

OFFICER	James Myatt
GENERAL MANAGER	Ian Seuren
DIVISION	Development and Community Services
ATTACHMENTS	1. Draft EOI - Lease - Lake Colac Caravan Park - Expressions of Interest - CM 20220727 [9.3.1 - 21 pages]

1. PURPOSE

To consider releasing an Expression of Interest (EOI) for the lease of the Lake Colac Caravan Park.

2. EXECUTIVE SUMMARY

The Lake Colac Caravan Park is currently leased to C & L Hill under a 21-year lease that expires on 26 January 2023. The site is Crown land with Council as the delegated Committee of Management.

Council has prepared an Expression of Interest (EOI) (see Attachment 1) to seek a tenant for the Lake Colac Caravan Park that will invest in the amenities of the site and work with Council and Great Ocean Road Regional Tourism to promote Colac and ensure the ongoing provision of quality tourism accommodation in Colac.

3. RECOMMENDATION

That Council:

- 1. Acknowledges that the land located at 51 Fyans Street Colac, known as the Lake Colac Caravan Park, has operated as a caravan park for many years.***
- 2. Notes that the current lease for the Lake Colac Caravan Park expires on 26 January 2023.***
- 3. Advertises its intention to lease the land known as the Lake Colac Caravan Park in accordance with the Local Government Act 2020, seeking feedback from the community.***
- 4. Considers any submissions to its proposal to lease the land known as the Lake Colac Caravan Park before resolving to enter into a lease.***

5. ***Approves the Lake Colac Caravan Park Expression of Interest document, inclusive of the proposed key lease terms, to be released on 29 July 2022 with a submission deadline of 2:00pm on 23 September 2022.***
6. ***Authorises officers to evaluate submissions to the Expression of Interest and enter negotiations with preferred proponent/s before presenting a final lease to Council for approval in accordance with the provisions of the Local Government Act 2020.***
7. ***Notes that Council will consider proposals that request alterations to key terms proposed in the Expression of Interest document.***

4. KEY INFORMATION

Lake Colac Caravan Park is one of the main providers of visitor accommodation to the township of Colac alongside a number of small motels. The site is located on the Lake Colac foreshore beside the beautiful Colac Botanic Gardens and Barongarook Creek. The site is a short walk from a regional playground, the Lake View Café (within the Botanic Gardens), a bird sanctuary and a 900m walk from the Colac CBD.

The Lake Colac Caravan Park is currently leased to C & L Hill under a 21-year lease that expires on 26 January 2023. The site is Crown land with Council as the delegated Committee of Management.

An Expression of Interest (EOI) for the Lake Colac Caravan Park provides the opportunity to secure long term visitor accommodation in Colac and investment in the site to bring amenities and other infrastructure up to competitive standards against other high quality caravan park experiences. Over recent years, Council has worked with State Government Agencies and local businesses to develop our tourism attractions and destinations in order to increase visitor spend, length of stay and dispersal. Recent projects include the Forrest MTB Revitalisation Project, the City Deal projects and the Connecting with Asia Program.

Through the EOI, Council is seeking to secure a tenant to operate the Lake Colac Caravan Park as a caravan park business. The principal objectives of the EOI are:

1. Maximise financial and/or economic stimulus to Council and the community.
2. Procure a quality caravan park service including investment in capital upgrades for the development of the caravan park facilities.
3. Create a caravan park that adds value to Colac and surrounds as a tourism destination.
4. Select a well credentialed and financially credible proponent to operate the caravan park with appropriate experience and capability.
5. Achieve a relevant and mutually beneficial lease including development options.
6. Deliver a range of camping and accommodation options.

An option exists to include a commercial lease of Meredith Park in the Lake Colac Caravan Park EOI however this is not recommended for the following reasons:

1. Meredith Park would require substantial investment in infrastructure including additional amenities (showers/toilets), fencing, electricity, water, drainage reducing the investment in Lake Colac Caravan Park that Council may achieve through an operator.
2. Two site managers would be required due to the distance between sites reducing efficiencies.
3. Meredith Park is not considered competition for Lake Colac Caravan Park due to location and catering for a different market segment.

4. No community consultation has occurred regarding the potential change of camping type at Meredith Park.

Lake Colac Caravan Park is located on Crown land with Council as the delegated Committee of Management, which requires the lease to be a Crown Land lease. The Victorian Government require caravan parks leases on Crown land to use a standardised lease document with variations relevant to a particular site and agreement detailed in special conditions attached to the document. Through the negotiation phase, officers will work with proponents to finalise the special conditions before a proposed lease is presented to Council for award. The final lease will require signing by the proponent, Council and the Victorian Government.

Council intends for the future lease for the Lake Colac Caravan Park to be a commercial lease rather than a retail lease, to facilitate a longer term (15 years plus), capital investment in the site and ongoing proponent management of all site infrastructure. Standard Crown land leases are limited to a maximum term of 21 years, with longer terms requiring Ministerial approval. The EOI proposes a 21-year term, however Council will consider alternatives to the key terms in the EOI including but not limited to the length of term. It must be stated that a longer lease term than 21 years is often difficult to achieve for Crown land leases with it unlikely to be supported by the Victorian Government. In this regard, Council would need to make this clear to any submitters to the EOI.

Through the EOI, Council is seeking a proponent that would provide a capital investment into the Lake Colac Caravan Park. Council seeks for proponents to use their industry knowledge to provide capital improvement proposals that will drive growth in Lake Colac Caravan Park's impact on the tourism accommodation industry. Existing amenities on the site are not sufficient to cater for the land area's total accommodation capacity meaning additional amenities are required to unlock the site's potential. More information on the site's existing infrastructure and amenity requirements are provided in the EOI document.

5. CONSIDERATIONS

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

The overarching governance principles are:

- A) Council decisions are to be made and actions taken in accordance with the relevant law.
- B) The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted.
- C) The transparency of Council decisions, actions and information is to be ensured.

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

The consideration of a new lease for the Lake Colac Caravan Park will be conducted in accordance with relevant laws and policies including the *Local Government Act 2020* and Council's Leasing Policy.

S115 of the *Local Government Act 2020* provides Councils with the power to lease land. Should a lease be 10 years or more, Council must either include the proposal in its budget or alternatively engage with its community in respect of the proposal before entering into a lease. The site has been leased for many years with the lease income included in Council's annual budget. It is recommended that Council advertise its intention to lease the land seeking feedback from the community, which can be done concurrently with seeking EOI's for the site.

As the site is Crown land, with Council as the delegated Committee of Management, the consideration of a new lease will be undertaken in accordance with the Victorian Government's *Best Practice Management Guidelines for Committees of Management Managing Caravan and Camping Parks on Crown Land* and the *Crown Land Caravan Parks Policy Update 2019*.

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

The EOI includes the requirement for the successful proponent to be required to purchase green power.

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

The Lake Colac Caravan Park has operated for many years and is an important component of the visitor accommodation provision in Colac.

As per the *Local Government Act 2020*, it is recommended to advertise Council's intention to lease the Lake Colac Caravan Park seeking feedback from the community. Any submissions will be considered by Council before determining to enter into a new lease for the site.

Public Transparency (s58 LGA 2020)

The consideration of a new lease for the Lake Colac Caravan Park will be determined through an open and transparent process through an EOI. Submissions will be considered and a decision to be made by Council at an open Council Meeting.

Alignment to Plans and Strategies

Alignment to Council Plan 2021-2025:

Theme 1 - Strong and Resilient Community

Objective 4: Colac Otway Shire is a destination to visit

Financial Management (s101 Local Government Act 2020)

The current lease for Lake Colac Caravan Park has an annual rental rate of \$12,600 including GST. The EOI process will provide an opportunity for Council to determine the future lease amount along with external investment into key facilities at the site.

Service Performance (s106 Local Government Act 2020)

The lease of the Lake Colac Caravan Park will ensure the continued provision of visitor accommodation, particularly for cabins, caravans and camping. A new lease provides an opportunity to improve the park's facilities and provide a greater level of service for visitors.

Risk Assessment

Not applicable.

Communication/Implementation

The EOI will be published through Council's e-procure portal. Distribution will be via local media in addition to direct notification to local, regional and national caravan park operators. Council will also work with key industry partners such as Regional Development Victoria and Great Ocean Road Regional Tourism to help promote the opportunity.

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 – To release an Expression of Interest for the lease of the Lake Colac Caravan Park

This option is recommended by officers in order to seek a new tenant for the Lake Colac Caravan Park. This will ensure the provision of this site for ongoing tourism accommodation in Colac through a mutually beneficial lease.

Option 2 – To not seek Expression of Interest for the Lake Colac Caravan Park

This option is not recommended by officers as it would lead to either a temporary or permanent loss of tourism accommodation in Colac.

Date 18 July 2022



Invitation for Expression of Interest

Lease of the buildings and land known as "Lake Colac Caravan Park", 51 Fyans St, Colac.

Colac Otway Shire Council

Expressions of Interest close at 2.00pm (Australian Eastern Standard Time) on Friday 23 September 2022.

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Invitation for Expression of Interest

1. Definitions

In this Invitation:

Lake Colac Caravan Park means the buildings and land as set out in the attached plan in Schedule 2.

Council means Colac Otway Shire Council.

Invitation means this invitation for Expressions of Interest.

Land means the land and building known as Lake Colac Caravan Park at 51 Fyans St, Colac.

Premises means the areas to be leased, as per the Attached plan in Schedule 2.

Proponent means a person or corporate body who lodges a Proposal in accordance with this Invitation.

Proposal means the Proponent's response to this Invitation.

Registration Form means the registration form attached in Schedule 1.

2. Overview and Purposes

2.1 Overview

Council is seeking to secure a tenant to operate the Lake Colac Caravan Park as a caravan park business.

2.2 Purposes

Council's purposes in undertaking this Invitation are:

2.2.1 to provide sufficient details to enable each Proponent to make an assessment of the premises and prepare an informed proposal; and

2.2.2 to enable Council to identify proposals which meet Council's objectives.

2.3 Background & Key Information

2.3.1 The township of Colac has a population of around 13,000, located on the edge of Lake Colac. Colac is the administrative centre and largest town in the Colac Otway Shire and services many smaller nearby communities. For visitors, Colac is positioned on the Princes Highway, providing ready access to the Otways, 12 Apostles, Great Ocean Road, surrounding Hinterland, Volcanic Lakes and Plains and destinations to the west of the region. It is often a stop for food, fuel and supplies for travellers on the Great Ocean Road journey. Colac is considered a hub for exploring major regional attractions and destinations – less than an hour's drive to Lorne, Apollo Bay and the 12 Apostles, while attractions like Lake Colac, Colac Botanic Gardens and nearby Red Rock provide activities in and around the township.

- 2.3.2 Lake Colac Caravan Park is located on the Lake Colac foreshore beside the beautiful Colac Botanic Gardens and Barongarook Creek. The site is a short walk from a regional playground, the Lake View Café (within the Botanic Gardens), a bird sanctuary and a 900m walk from the Colac CBD.
- 2.3.3 Lake Colac Caravan Park is one of the main providers of visitor accommodation to the township of Colac alongside a number of small motels. Council aims for the site to be suitable for all types of visitors including family's and grey nomads. Council is seeking an operator to drive growth in the caravan park whilst working collaboratively with Council's tourism team and Great Ocean Road Regional Tourism to achieve regional tourism development goals.
- 2.3.4 The current lease of Lake Colac Caravan Park is due to end on 26 January 2023, with this EOI being for the lease from 27 January 2023 onwards. The lease document will include the Crown land caravan park lease template as included in Schedule 4 of this EOI.
- 2.3.5 Lake Colac Caravan Park is currently registered as a caravan park with 53 sites under the Caravan Park and Residential Tenancies Regulations 2020. The current 3 year registration expires on 31 December 2022. The registration process for the following 3 years is currently occurring with a site inspection due on 18 July 2022 and an action log report due mid-September. The action report can be provided to perspective proponents upon request once received by Council. Any new tenant will be required to pay the 3 years licence fee from 1 January 2023 currently estimated to be \$1,239.72.
- 2.3.6 At 27 June 2022 there were 6 permanent residents living at Lake Colac Caravan Park. All permanent residents live in self-owned portable caravans. Prospective proponents will be provided the current rental income for permanent residents on request. No additional permanent residents will be permitted at Lake Colac Caravan Park once the current 6 vacate the site.
- 2.3.7 Council is working with the Victorian State Government to address regional key worker accommodation shortages. Council has requested funding for up to 5 cabins to be installed at Lake Colac Caravan Park for the purpose of key worker accommodation. If funding is successful, this will form part of the lease. Details are yet to be finalised, however it is likely the successful proponent will receive the income from the cabins and be responsible for their management. If prospective proponents have a preferred operating model for these potential cabins, they are to be included in their proposal.
- 2.3.8 The Lake Colac Caravan Park has a number of powered and unpowered sites. Council is also seeking a proponent to bring additional accommodation infrastructure being proponent owned cabins and/or glamping tents.
- 2.3.9 To align with Council's environmental objectives, proponents will be required to purchase 100% 'green power' at Lake Colac Caravan Park using electricity generated from renewable electricity sources.

- 2.3.10 The site includes the following existing infrastructure. A full list of chattels can be provided to prospective proponents on request.
- (a) 12 amenity buildings “en-suites” (Schedule 3, Figure 4)
 - (i) En-suites have two private bathroom including a shower and toilet that service powered sites.
 - (b) Laundry and amenity building (Schedule 3, Figure 5)
 - (i) This building includes a cleaning/storage room, one female toilet, one male toilet, laundry room and one shower.
 - (c) Storage Shed (Schedule 3, Figure 6)
 - (i) Includes solar panels on roof.
 - (d) Bitumen laneways
 - (e) Sewer system
 - (f) Water supply system
- 2.3.11 The site’s existing amenities do not include sufficient capacity to cater for number of powered/unpowered sites the land area of the caravan park can cater for with two toilets and one shower in addition to the en-suites. Council is seeking a tenant that will invest in the long term capital infrastructure of the site by constructing a new amenity block within the first 18 months of the lease. It is noted that detailed design will not be completed before proposals are submitted. Final design will require Council approval before construction. Proposals are to include details of the proposed amenity block including but not limited to:
- (a) Footprint and general appearance/materials
 - (b) Location
 - (c) Inclusions (number of toilets, showers, any cooking facilities etc.)
 - (d) Budget
 - (e) Plans for existing laundry and amenity building
 - (f) Plan to remove, keep or refurbish the en-suites.
- 2.3.12 It is noted that a successful proponent will be responsible for maintenance and renewal of all infrastructure at Lake Colac Caravan Park for the duration of the lease.
- 2.3.13 It is stated that the current tenant operates a business on the subject land. This invitation is expressly not offering any interest in the current tenant’s business interests. The land and buildings offered will be subject to vacant possession and any expression of interest shall be proposed on that basis. All cabins currently on-site are owned by the existing tenants and / or permanent residents. Vacant possession is subject to any negotiation between the current tenant and a successful proponent for existing cabins on site.
- 2.3.14 The site is split across two zones being Public Park and Recreation Zone (PPRZ) and Public Conservation and Resource Zone (PCRZ). The site also has an

Environmental Significance Overlay (ESO2) and Heritage Overlay (HO113). Development of the site as a caravan park is permitted under the zones with a planning permit required for installation of any cabins and construction of amenity blocks or associated facilities. Land owner manager consent is also required for any development, with Council delegated as the land manager.

2.3.15 Useful links:

- (a) Visit Colac Website: https://visitgreatoceanroad.org.au/post_location/colac/
- (b) Lake Colac Foreshore Masterplan: <https://www.colacotway.vic.gov.au/files/assets/public/trimfiles/my-property/lake-colac-masterplan-project-2015-2016/lake-colac-foreshore-master-plan-final.pdf>
- (c) Colac Destination Action Plan 2022-2025: <https://www.colacotway.vic.gov.au/files/assets/public/trimfiles/council-and-the-shire/colac-destination-action-plan-dap-2020-2021/colac-destination-action-plan-2020-2025-great-ocean-road-regional-tourism.pdf>

2.3.16 Table with description of existing site:

Site Information	
Property	Lake Colac Caravan Park 51 Fyans St, Colac
Owner	Crown Land (DELWP)
Crown Land Manager	Colac Otway Shire Council (leased for commercial use)
Allotment Size	Lease area 1.67ha (approx.)
Existing Site Use	Caravan / Holiday Park <ul style="list-style-type: none"> - 53 sites - Amenity blocks

3. Council's Objectives for the Premises

The principal objectives of Council are to:

- 3.1 maximise the financial and/or economic stimulus to Council and the community;
- 3.2 procure a quality caravan park service including investment in capital upgrades for the development of the caravan park facilities;
- 3.3 create a caravan park that adds value to Colac and surrounds as a tourism destination;
- 3.4 select a well credentialed and financially credible proponent to operate the caravan park with appropriate experience and capability;
- 3.5 achieve a relevant and mutually beneficial lease including development options;
- 3.6 deliver a range of camping and accommodation options.

4. The Expression of Interest Process

4.1 Timetable

This Invitation is issued on Friday 29th July 2022 and all Proposals must be submitted by 2:00pm (Australian Eastern Standard Time) on Friday 23th September 2022 (**Closing Date**), in accordance with clause 4.5.1.

4.2 Inspection

It is mandatory for prospective Proponents to inspect the Premises with a Council Officer (Manager Economy and Business Enterprises or authorised representative) prior to the Closing Date. There will be a minimum of 2 Council representatives at all site visits. All site visits will be minuted. All queries regarding inspections should be directed to:

Property & Procurement Team
Colac Otway Shire Council
2-6 Rae Street
COLAC VIC 3250
Telephone: 03 5232 9400
Email: EcoDev@colacotway.vic.gov.au

4.3 Key Terms of lease

The lease will contain the following terms (and any other terms required by Council or contained in the Council Lease Template):

- 4.3.1 The suggested term of the lease will be 21 years commencing on or after 27 January 2023. Council will consider applications requesting an alternative length of term. Leases with an initial term over 21 years on crown land require ministerial approval.
- 4.3.2 The rent will increase on a schedule that is dependent on level of capital investment as outlined below:
 - (a) For proposals with minimal capital investment in facilities rent will increase by CPI per annum on each anniversary of the commencement date during the initial term, any further term(s) and any period of holding over, and on the commencement date of each further term. There will be an independent valuation of rental value after 10 years to which the rent will change.
 - (b) For commercial development leases with significant capital investment in facilities, rental increase methodology will be negotiated with preferred proponents.
- 4.3.3 The tenant must provide Council with a security deposit equivalent to 3 months' rent.
- 4.3.4 If the tenant is a Company other than a Public Company, the execution of a guarantee and indemnity by each of the directors of the company in a form required by Council.

- 4.3.5 The tenant must pay the following outgoings:
- (a) 100% of all rates and taxes for the area of the Premises;
 - (b) 100% of all outgoings such as electricity, water, sewerage and gas for the area;
- 4.3.6 The tenant may not place marketing material on or within the grounds without the approval of Colac Otway Shire and relevant Planning permission.
- 4.3.7 The tenant must provide all equipment, accommodation, fixtures etc. necessary for operating the Caravan Park. Ownership of all chattels, fixtures and fittings will be clearly defined in the lease.
- 4.3.8 The tenant must maintain the Premises to an agreed minimum standard (fair wear and tear excepted) at its own cost.
- 4.3.9 At the end of the lease, the tenant must give the Premises back to Council in a condition consistent with the tenant having complied with its repair and maintenance, and any capital investment obligations.
- 4.3.10 The tenant must maintain the Lake Colac Caravan Park to an acceptable standard including cutting grass and maintain facilities.
- 4.3.11 The tenant is required to provide Council with annual user figures broken down by month.
- 4.3.12 The tenant must maintain, clean and manage all on-site facilities to an agreed standard required for a high quality caravan park.
- 4.3.13 All internal infrastructure is the responsibility of the tenant including but not limited to maintenance and renewal.
- 4.3.14 The tenant and any permanent resident may undertake no major works onsite without the approval of Council. All minor works and maintenance by the tenant and any permanent resident must be in accordance with the agreed maintenance and condition standards.
- 4.3.15 The tenant is required to undertake an annual arborists report for all canopy trees on the site and rectify any issues occurring that impact the safety of facility users. The annual arborist report is to be provided to Council.
- 4.3.16 All other conditions as per the draft lease.
- 4.3.17 The tenant must take out, and keep in force Public Liability Insurance with a minimum cover of \$20 million throughout the currency of the lease. The Policy must note Council as landlord.

As in Schedule 1, proposals can include requests for alteration to any of the key terms.

4.4 Expression of interest – registration form

Each Proponent must submit a Proposal in the form attached in Schedule 1 of this Invitation. Additional information can be attached if required.

4.5 Proposals

Each Proposal must include the following:

4.5.1 Registration Form

A completed, signed and dated Registration Form.

4.5.2 Financial return to Council

- (a) The proposed rent per annum, plus GST and outgoings.
- (b) Proposed capital investment in the development of existing facilities and/or new including a 5 year implementation plan including a new amenity block within the initial 18 months.

4.5.3 Details of the operation of the Caravan Park including additional benefits to Council and the Community including details of:

- (a) The proponents proposed site plan.
- (b) The proponents investment in fixed accommodation and other supporting infrastructure.
- (c) The proponents plan for permanent residents.
- (d) Customer service expectations, levels of staff on site, booking systems etc.
- (e) Key terms of operational policies e.g. cancelation policy.
- (f) Proposed pricing model.
- (g) Marketing plan including value add to Colac and surrounds as a tourism destination.
- (h) Any additional proposed uses of the site or relevant operational matters.

4.5.4 Details of the Proponent's experience with operating a Caravan Park or similar and details of:

- (a) The Proponent's financial position, including balance sheet and profit and loss statement for the previous financial year if requested;
- (b) Business Plan and cash flow forecast for the proposed business; and
- (c) Any other relevant matters concerning the Proponent, including but not limited to insolvency events.

4.5.5 Proposed changes to lease terms including:

- (a) Any additional key terms of the lease; and
- (b) Any departures from Council's key terms.

4.5.6 Any other information requested in Schedule 1.

4.6 Procedure for Lodgement

4.6.1 All Proposals must be completed in accordance with clause 4.5 and Schedule 1. Proposals may be lodged:

- (a) by electronic submission into the Electronic Tender Box via www.colacotway.vic.gov.au 'current tenders page'

[Note: Proposals can be uploaded into the Electronic Tender Box in Microsoft Word or Adobe PDF document format. Adobe PDF is Council's preferred format for submissions. Submission files should be placed in a .zip format where convenient]; or

- (b) by mail to the Colac Otway Shire Council offices, 2-6 Rae Street, Colac VIC 3250.

Postal address:-
TENDER BOX
Colac Otway Shire Council
PO Box 283
COLAC VIC 3250

4.6.2 Council accepts no responsibility for proposals not being received prior to 2:00pm on the Closing Date. Proposals not received by 2:00pm on the Closing Date will be treated as late.

4.6.3 **Proposals that are late or which are not submitted in accordance with clause 4.6.1 above may not be considered by Council.**

4.7 Variations

Council is under no obligation to provide a Proponent with a further opportunity to respond to this Invitation or allow a Proponent to vary its Proposal, once that Proposal has been lodged.

4.8 More than one Proposal

Proponents may submit more than one Proposal in response to this Invitation.

4.9 Non-conforming Proposals

Council may consider Proposals which do not conform to this Invitation.

4.10 Local Government Act 1989

Proponents acknowledge that Council must comply with sections 190 and 223 of the *Local Government Act 1989* (Vic) before being able to enter into a lease for the Premises.

5. Evaluation Process

5.1 In assessing each Proposal received, Council will use the following evaluation criteria (not listed in any order of importance):

- 5.1.1 Maximise the financial return to Council and / or investment in long term infrastructure at the Caravan Park;

- 5.1.2 Maximise the social return to Council and the community through an operator that is committed to work with the community and local businesses;
 - 5.1.3 Procure a quality Caravan Park service inclusive of excellent customer service;
 - 5.1.4 Well credentialed Proponent to operate the Caravan Park with appropriate experience and capability;
 - 5.1.5 Well credentialed Proponent who can demonstrate they have capacity to operate the Caravan Park, including suitable business plan and cash flow forecast;
 - 5.1.6 Achieve a relevant and mutually beneficial lease that value adds to Colac and surrounds as a tourism destination.
- 5.2 On completion of assessment of Proposals, Council may decide to:
- 5.2.1 proceed to a request for proposals process with short-listed Proponents;
 - 5.2.2 appoint a Proponent as preferred Proponent;
 - 5.2.3 negotiate with any or several of the Proponents; or
 - 5.2.4 terminate this Invitation.
- 5.3 Council will not be bound to engage any Proponent or review any Proposal that does not conform with the requirements set out in this Invitation.
- 5.4 The Proponent acknowledges that Council is not bound to accept the Proposal with the highest proposed rent or any Proposal submitted in respect of this Invitation and may terminate the Expression of Interest process at any time.
- 5.5 The submission of a Proposal does not give rise to any contract governing, or in any way concerning, the Expression of Interest process, or any aspect of the Expression of Interest process. Council expressly disclaims any intention to enter into such a contract.

6. No Fettering of Council's Powers

Nothing in this Invitation shall fetter or restrict the power or discretion of the Council to make or impose requirements or conditions in connection with any use or development of the Premises, or the granting of any planning approval or building permit, the approval or certification of any plans of subdivision or consolidation applicable to the Premises or the issue of a statement of compliance in connection with any such plans.

7. Costs and Expenses

Proponents will be responsible for all costs associated with making and submitting their Proposal in response to this Invitation. Proponents will also be responsible for any legal costs incurred by Council in negotiation of lease terms or finalisation of the lease document. Proponents will be informed before legal costs are incurred.

8. Agency

If Proponents are responding through agents, then they must:

- 8.1 note that the agent is acting for and will be remunerated by the Proponent; and
 - 8.2 provide formal written confirmation of authority from the Proponent with their response.
- Neither Council nor any of its consultants will deal with or recognise any party other than those who have submitted the requested formal authority.

9. Nomination

Where a Proponent proposes forming a company specifically to be the tenant pursuant to any lease, Council may permit that lease to be executed in the name of the Proponent or nominee (or both of them) where the nominee will be the company to be formed, provided that:

- 9.1 such a proposal is clearly identified in the Proposal;
- 9.2 the proposed principals of such company are clearly identified in the Proposal; and
- 9.3 both the Proponent and the principals of that company guarantee the performance of that company pursuant to the provisions of the lease.

10. Confidentiality

Until a Proponent's offer is accepted by entry into a lease, neither the Proponent, nor Council, may disclose the terms of any Proposal, unless:

- 10.1 in the case of proposed disclosure by the Proponent, the Proponent obtains the consent of Council;
- 10.2 in the case of proposed disclosure by Council, Council obtains the consent of the Proponent; or
- 10.3 such disclosure is required for the purpose of the implementation of this Expression of Interest process.

11. Canvassing

- 11.1 The Proponent, its employees and consultants, must not approach, or request any other person to approach, any member, employee, officer or consultant of Council:
 - 11.1.1 to solicit support for its Proposal; or
 - 11.1.2 otherwise seek to influence the outcome of this Invitation.
- 11.2 The Proponent will, to the extent practicable and reasonable, avoid socialising with members, employees, officers or consultants of Council and, where such socialising occurs, refrain from discussing its Proposal or the Invitation.
- 11.3 The Proponent will direct all communications during this Expression of Interest process to Council's nominated representative, in written form, either by post or by email.
- 11.4 If the Proponent breaches this clause 11, Council may, in its sole discretion, disqualify the Proponent from participating in this Expression of Interest process.

12. Conflicts of interest

Proponents must declare to Council any direct or indirect conflict of interest of:

- 12.1 the Proponent;
 - 12.2 any agent acting for the Proponent; and
 - 12.3 any other consultant acting for the Proponent,
- in respect of Council or this Expression of Interest process.

13. Public statements

A Proponent must not make any public statement, including doing any media releases, in relation to this Expression of Interest process and must refer all enquiries from the media to Council until a lease agreement is signed.

14. Disclaimer

- 14.1 Neither Council nor any of its consultants accept any responsibility to any Proponent or other third parties under the law of contract, tort or otherwise for any loss or damage which may arise from anything contained in this Invitation, any matter deemed to form part of this Invitation, the supporting information or documents referred to in this Invitation, or any other information supplied to any Proponent on behalf of Council.
- 14.2 All information given to a Proponent and ultimately the preferred Proponent by Council or its respective officers or agents will be given on an "all care and no responsibility" basis.
- 14.3 By receiving delivery of this Invitation, each organisation and ultimately the Proponent shall, without qualifications, be deemed to have acknowledged acceptance of and shall be bound by the provisions of this clause 14.
- 14.4 Council reserves the right not to proceed with the Invitation and to decline to discuss the Invitation further with any parties. No reimbursement of costs will be paid to persons or organisations preparing Proposals in relation to this Invitation.
- 14.5 No unsuccessful organisation will be entitled to any redress against Council or in the event that Council permits any amendments or additions to any Proposals or enters into any agreement in relation to the Premises with any other person whether an organisation or not.

15. Further Information

- 15.1 All requests for further information regarding this Invitation should be directed to:

Property & Procurement
Colac Otway Shire Council
2-6 Rae Street
COLAC VIC 3250
Telephone: 03 5232 9400
Email: EcoDev@colacotway.vic.gov.au

- 15.2 Questions must be received no later than five (5) working days prior to the Closing Date, and will be responded to within two (2) working days of being received by Council.
- 15.3 Unless Council is of the opinion that questions or requests for further information or clarification are specific to a particular Proponent, answers provided to questions or requests for further information or clarification will be made available to all Proponents. Council will not disclose the identity of the Proponent that submitted the question or request for further information or clarification.
- 15.4 Council, in its absolute discretion, reserves the right not to respond to questions or requests for further information or clarification.
- 15.5 After the Closing Date, Council may seek to clarify any aspect of a Proposal that it considers to be unclear, ambiguous or contain contradictory statements on the following basis:
 - 15.5.1 requests for clarification may be issued to Proponents with response time constraints. If the Proponent fails to respond within the requisite timeframe, the answer, once received, may not be admissible;
 - 15.5.2 requests for clarification will be presented in writing to the Proponent's nominated contact person via the email address stated in Schedule 1;
 - 15.5.3 Proponents may be invited to an interview to provide responses to requests for clarification; and
 - 15.5.4 responses to a request for clarification must not change a Proposal and any response attempting to change a Proposal will be withheld from consideration.

Schedule 1 Expression of Interest Registration Form

A. PROPONENTS MUST COMPLETE THE FOLLOWING DETAILS:

1. **Name:**
2. **Registered Office:**
.....
3. **Postal Address:**
.....
4. **Nominated
Contact Person:**
5. **Telephone:**
6. **Facsimile:**
7. **Email Address:**

B. ITEMS TO BE COVERED IN THIS PROPOSAL INCLUDING BUT NOT LIMITED TO THE FOLLOWING:

- Financial & Investment:
 - The proposed rent per annum, plus GST and outgoings
 - Proposed capital investment in the development of existing and / or new facilities including a new amenity block within the initial 18 months (mandatory to address)
 - Proponents investment or provision of fixed accommodation e.g. cabins
 - Caravan Park pricing model
 - The Proponents financial position including balance sheet and profit and loss statement for the previous financial year (if requested)
 - Business Plan and cash flow forecast for the proposed business
 - Any other relevant matters concerning the Proponents, including but not limited to insolvency events.
- Operational
 - The proponents proposed site plan
 - The proponents plan for permanent residents
 - Customer service expectations, including but not limited to levels of staff on site and booking systems
 - Key terms of operational policies, including but not limited to a cancellation policy
 - Marketing plan including value add to Colac as a tourism destination
 - Any additional proposed uses of the site or relevant operational matters
- Lease Terms
 - Any additional key terms of the lease
 - Any departures from Council's key terms
 - Confirmation of pre-application site visit with Council's Manager Economy & Business Enterprises or authorised representative

Schedule 2 Maps of Lease Area



Figure 1 – Aerial image of Lake Colac Caravan Park with rough boundaries for reference. The blue area is the Lake Colac Caravan Park lease area.

Schedule 3 Additional Photo's



Figure 2 – Lake Colac Caravan Park Entrance



Figure 3 – Image looking at Lake Colac from within Lake Colac Caravan Park



Figure 4 – Image of an en-suite at Lake Colac Caravan Park.



Figure 5 – Image of Lake Colac Caravan Park laundry and amenity block.



Figure 6 – Image of storage shed/workshop at Lake Colac Caravan Park.

Schedule 4 Crown land caravan park lease template

Item: 9.4

Nomination of G21 Pillar appointments

OFFICER	Ian Seuren
GENERAL MANAGER	Ian Seuren
DIVISION	Executive
ATTACHMENTS	Nil

1. PURPOSE

This report provides a mechanism for Council to appoint Councillors to the new G21 Pillars.

2. EXECUTIVE SUMMARY

The G21 – Geelong Region Alliance (G21) is the formal alliance of government, business and community organisations working together to improve the lives of people within the region across five municipalities – Colac Otway Shire, Golden Plains Shire, Greater Geelong, Borough of Queenscliffe and Surf Coast Shire.

Historically, G21 has established eight Pillars to support the work of the regional alliance. Following a review of the G21 structure, G21 has re-designed the pillar framework and will move from eight to four new pillars as follows:

1. First Nations Conversation
2. Cultural and Economic Development
3. Health and Wellbeing/Sport and Recreation
4. Sustainability

The Pillars are supported by the cross-functional “Managing Growth Advisory Group”.

Council appointed Councillors to each of the previous eight Pillars at its November 2021 Meeting. Following the change to the Pillar structure, Council is invited to consider nominating Councillors to the three of the new Pillars and to the Advisory Group.

3. RECOMMENDATION

That Council:

- 1. Notes that the G21 – Geelong Region Alliance (G21) has recently reviewed and changed its G21 Pillar structure from eight Pillars to four, with the addition of an Advisory Group.***
- 2. Notes Councillor appointments are made to the G21 Pillars annually, with the last appointments made by Council at its November 2021 Meeting.***
- 3. Nominates Councillors to the following new G21 Pillars and Managing Growth Advisory Group:***
 - a. Culture and Economic Development***
 - b. Health and Wellbeing***
 - c. Sustainability***
 - d. Managing Growth Advisory Group***
- 4. Notes that there is no opportunity to appoint a Councillor to the First Nations Conversation Pillar.***
- 5. Notes the Chief Executive Officer will nominate officers for each Pillar and Advisory Group.***
- 6. Endorses that the next review of Councillor appointments to G21 Pillars and the Managing Growth Advisory Group will be at the Council Meeting in November 2022.***

4. KEY INFORMATION

The G21 – Geelong Region Alliance (G21) is the formal alliance of government, business and community organisations working together to improve the lives of people within the region across five municipalities – Colac Otway Shire, Golden Plains Shire, Greater Geelong, Borough of Queenscliff and Surf Coast Shire. G21 works as a forum to discuss regional issues across interest groups and municipalities resulting in better co-ordinated research, consultation and planning.

Council's representatives on the G21 Board are the Mayor and CEO.

For many years, G21's work has been supported by eight pillars. At its November 2021 meeting, Council endorsed the following members to each of the Pillars:

G21 Pillars	Appointed Councillor
G21 Economic Development Pillar	Cr Chris Potter
G21 Transport Pillar	Cr Jamie Bell
G21 Arts and Culture Pillar	Cr Kate Hanson
G21 Planning and Services Pillar	Cr Graham Costin
G21 Health and Wellbeing Pillar	Cr Marg White
G21 Education and Training Pillar	Cr Joe McCracken
G21 Environment Pillar	Cr Stephen Hart
G21 Sport and Recreation Pillar	Cr Chris Potter

Following a strategic review of the G21, the Board initiated a review of the G21 Pillars. Following this review the G21 Board endorsed the consolidation of the Pillars into four key priority areas:

1. First Nations Conversation
2. Culture and Economic Development
3. Health and Wellbeing (including Sport and Recreation)
4. Sustainability

A “Managing Growth Advisory Group” will sit at the centre of the Pillars. This group will have a land use planning, infrastructure and transport focus and will play a central role in bringing together content for the updated G21 Region Plan due to be completed in early 2024. This group will combine former members of the Planning and Transport Pillars.

Pillars will be made up of key decision makers and subject experts within the specific Pillar categories.

The overarching aim of each of the Pillars is to work collectively for the benefit of the G21 Region, harnessing the strengths of the five Local Government Authorities (LGAs) to:

- Share information.
- Identify emerging projects.
- Support the delivery of Priority and Cross-Pillar Projects.
- Contribute to the design and delivery of the G21 Region Plan Refresh, commencing 2022/2023.
- Strengthen the link to policy and priorities in the region with state and federal governments.
- Strengthen relationships between LGAs and other stakeholders, including private sector organisations.
- Build understanding and capacity of individual members and the region overall.

G21 also has several working groups and taskforces to address key issues confronting our region. Examples include: G21 Region Social Housing Project Steering Group, G21 Integrated Transport Strategy Project Control Group and Renewable Energy and Emissions Working Group. These groups usually include Pillar and non-Pillar members.

Membership for Pillars will be via a nomination process and representation will be sought to create an inclusive and diverse membership including:

- public sector (local and state government) with decision making authority
- private sector leaders
- community leaders

With the exception of the First Nations Pillar, Council has been allocated two positions on each Pillar and the Managing Growth Advisory Group, and G21 has requested that Council nominates appropriate members. It is anticipated that Council would nominate two representatives, being a Councillor and senior officer (General Manager or Manager).

Pillar members will be expected to attend at least four Pillar meetings per year, plus a Strategy Day with the G21 Board. Cross Pillar project groups and sub-groups will meet more regularly and will set their own schedule.

5. CONSIDERATIONS

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

Membership of the G21 assists Council with planning for and supporting the economic, social and environmental growth and sustainability of our shire. It enables Council to be engaged in and influence strategic planning for the region holistically, which specifically supports local areas.

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

Not applicable.

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

The new Sustainability Pillar will provide a mechanism to partner with other key agencies to plan regionally and to undertake key initiatives collectively focussing on our environment.

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

Not applicable to this report.

Public Transparency (s58 LGA 2020)

Council reports on the collaborative work undertaken through G21 such as through the development of regional strategies.

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)

There are no budget or resource implications associated with this report. Council has an allocation in its 2021-2022 Budget for its membership of the G21 Region Alliance.

Service Performance (s106 Local Government Act 2020)

The G21 Region Alliance provides a mechanism for local government to collaborate with each other and other key stakeholders on issues of relevance across the region. It provides an opportunity to collectively work together to address key issues and items of interest, which supports the service provision of Council.

Risk Assessment

There are no risks associated with this report.

Communication/Implementation

The CEO will write to the G21 Alliance providing Council's nominations.

Human Rights Charter

This report has had consideration to, and complies with, the *Charter of Human Rights and Responsibilities Act 2006*.

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 – Nominate Councillors for appointment on the new G21 Pillars and Advisory Group.

This option is recommended by officers as it provides ongoing Councillor input into the direction of the G21 Regional Alliance. The Pillars provide a good mechanism to identify and support regional priorities and Councillor involvement is important.

Option 2 – Do not nominate Councillors for appointment on G21 Pillars and Advisory Group.

This option is not recommended by officers as the lack of Councillor involvement at the Pillar level could be detrimental to the regional focus of G21 and its ability to influence future growth and development.

Item: 9.5

Proposed Draft Governance Rules for Public Consultation

OFFICER	Marlo Emmitt
GENERAL MANAGER	Anne Howard
DIVISION	Executive
ATTACHMENTS	1. Marked-up version of proposed draft Governance Rules for Colac Otway Shire Council [9.5.1 - 43 pages]

1. PURPOSE

To enable Council to consider and establish Governance Rules that facilitate the continuation of electronic attendance and participation at council meetings and delegated committee meetings.

2. EXECUTIVE SUMMARY

The *COVID-19 Omnibus (Emergency Measures) Act 2020*, which permitted councils to temporarily hold meetings virtually, expires on 2 September 2022.

The *Regulatory Legislation Amendment (Reform) Act 2022* (Reform Act) provides for changes to the *Local Government Act 2020* (Act) to facilitate ongoing electronic attendance and participation in council meetings and delegated committee meetings on a permanent basis.

The Reform Act introduces provisions into Part 3 Division 2 of the Act (section 60) that require a council to develop, adopt and keep in force Governance Rules relating to:

- the conduct of council (and delegated committees) held by electronic means of communication; and
- the requesting and approval of attendance by members at council meetings and meetings of delegated committees by electronic means of communication.

If Council wishes to continue to have the ability to hold council and delegated committee meetings by electronic means of communication, then the Governance Rules need to be endorsed by Council prior to the expiration of the *COVID-19 Omnibus (Emergency Measures) Act 2020* on 2 September 2022.

3. RECOMMENDATION

That Council:

- 1. Notes the proposed changes to the current Governance Rules have been informed by the Regulatory Legislation Amendment (Reform) Act 2022, the Ministerial Good Practice Guideline (MGPG-3) Virtual Meetings and Local Government Sector guidance.***
- 2. Notes that the proposed changes are limited in scope to electronic attendance and participation in council meetings and delegated committee meetings, by Councillors and delegated committee members (participants).***
- 3. Endorses the proposed draft and marked-up Governance Rules (as at Attachment 1) for the purpose of public consultation.***
- 4. Due to time constraints, determines the public consultation process shall:***
 - 4.1. invite written submissions only (there will be no opportunity for members of the public to be heard by a Submissions Committee in support of written feedback); and***
 - 4.2. be for a period of two (2) weeks from public notice.***
- 5. Notes that the final Governance Rules will be presented to the 24 August 2022 Council meeting for adoption, and will take into consideration any written feedback received as part of the public consultation process.***

4. KEY INFORMATION

In accordance with the Minister's Good Practice Guideline MGPG-3: Virtual Meetings, matters for Council to consider when developing Governance Rules for virtual meetings are outlined below.

Conduct of meetings

The Governance Rules must provide for the conduct of Council and delegated meetings, whether held in-person or electronically.

In instances where meetings are to be held electronically in accordance with the new provisions, the Governance Rules could provide for how the format of a meeting is to be determined, including options for hybrid where some members may attend in-person and others by electronic means. The Governance Rules could also articulate how the Chair should manage a situation if a member attending electronically cannot hear proceedings, or cannot be seen or heard, but a quorum is present.

This has been addressed in the attached proposed Governance Rules in Division 15, Rules 74 and 75.

Requesting and approval of 'electronic' attendance

The new provisions, to be incorporated in section 60(1) of the Act, provide that Governance Rules must provide for requesting and approving attendance at a council or delegated committee meeting by electronic means.

To comply with this requirement, it is recommended councils consider including in the Governance Rules:

- The format and criteria for requesting and approving attendance by electronic means.
- Whether the requests must be on a meeting-by-meeting basis or may be valid for a set period.

- Whether there should be a ‘deadline’ for requests to ensure that facilities are available to accommodate the requested style of meeting and that appropriate notice can be provided to the public.

It is not proposed to list specific acceptable reasons for a Councillor to attend a meeting via electronic means, lest a scenario arises where there is a sufficiently serious reason for a Councillor to attend virtually but the Mayor cannot grant permission as the Councillor’s reason was not listed. In considering requests to attend via electronic means of communication, the Mayor should also give consideration to other relevant legislation, such as the *Equal Opportunity Act 2010* and *Gender Equality Act 2020*.

This has been addressed in the attached proposed Governance Rules in Division 15, Rule 75.

Opening meetings to the public

Under section 66 of the Act, a council or delegated committee must keep a meeting “open to the public” except in specified circumstances.

New provisions in the Act insert a definition of “Open to the public” to mean, in the case of a council or joint meeting of councils, or a delegated or joint delegated committee:

- either, attendance in person by a member of the public, or a meeting that is broadcasted live on the council internet site; or
- a recorded meeting that is published on the council internet site as soon as practicable after the meeting (in the case of a delegated or joint delegated committee only); or
- any other prescribed means of meeting.

Councils should consider including rules regarding meetings if there is no option by which the public can attend the meeting in person, or if the council experiences technical difficulties in broadcasting the meeting to the public. The rules should set out how the council will address such matters to maintain an “open to the public” meeting.

This is addressed in Rule 56.6 of Council’s current Governance Rules and has been addressed in the attached proposed Governance Rules by the inclusion of:

- a definition of ‘Open to the public’; and
- Rule 74.7.

Representation at council meetings by members of the public

Councils are encouraged to make arrangements to allow members of the public who wish to appear before council to do so through virtual or other means. The rules could consider how to ensure community engagement is maintained through virtual meetings including:

- The provision and uploading of written and/or oral statements.
- Reading out questions on notice at the virtual meetings.
- Electronically posting questions prior to the meeting.

With regard to public question time, Clause 56.5 of Council’s current Governance Rules enables members of the public to participate by either:

- Raising their hand and asking their question from the public gallery;
- Registering by no later than 5pm two days prior to the scheduled or unscheduled meeting to join the meeting virtually or by phone to ask their question.

- Submitting a question (online, by post or hand delivered to our Customer Service centre) by no later than 5pm two days prior to the Council meeting, to be read out at the meeting.

This Rule will continue to apply, irrespective of whether Council adopts the proposed changes to the Governance Rules or not.

Confidentiality

The provisions in the Act regarding confidential information continue to apply to electronic meetings. Confidential information must not be intentionally or recklessly disclosed. Councillors should be able to demonstrate to the satisfaction of the Chair that their location is secure to ensure the deliberations are confidential.

This has been addressed in the attached proposed Governance Rules in Division 15, Rule 75.7.

5. CONSIDERATIONS

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

The Governance Principles have been considered throughout the Governance Rules review process, with the following principles being regarded as having particular relevance:

- s9(2)(a) – Council decisions are to be made and actions taken in accordance with the relevant law. The proposed changes to the current Governance Rules have been informed by the *Regulatory Legislation Amendment (Reform) Act 2022*, the Ministerial Good Practice Guideline (MGPG-3) Virtual Meetings and Local Government Sector guidance.
- s(9)(2)(i) the transparency of Council decisions, actions and information is to be ensured. The proposed Governance Rules will be subject to a public exhibition and community engagement process. Any feedback received from members of the public will be considered prior to Council adopting the Governance Rules.

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

The proposed changes to the current Governance Rules have been informed by the *Regulatory Legislation Amendment (Reform) Act 2022*, the Ministerial Good Practice Guideline (MGPG-3) Virtual Meetings and Local Government Sector guidance.

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

Not applicable.

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

Section 60(4) of the Act requires Council to undertake a process of community engagement in developing and reviewing its Governance Rules. This requirement will be met through the proposed exhibition process.

Public exhibition on the proposed draft Governance Rules will be undertaken for two (2) weeks, commencing on Friday 29 July 2022 until Friday 12 August 2022. Due to time constraints, public consultation will be limited to receipt of written feedback only. There will be no opportunity for members of the public to be heard by the Submissions Committee in support of their written feedback.

The narrow statutory timeframe for Council's to adopt the proposed changes to the Governance Rules has limited Council's ability to conduct a more comprehensive and consultative review.

Public Transparency (s58 LGA 2020)

Public transparency will be ensured through the public exhibition and community engagement process. The proposed draft changes to the Governance Rules are clearly identified (marked-up) in the attached document.

Alignment to Plans and Strategies

Alignment to Council Plan 2021-2025:

Theme 4 – Strong Leadership and Management

4.1 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

Adopting the proposed Governance Rules prior to 2 September 2022 ensures Council can continue to hold meetings via electronic means of communication and avoid the risk that Council decision-making is impacted.

Communication/Implementation

The outcome of the Governance Rules review will be posted on Council's website and individuals who submitted written feedback during the exhibition period will be informed of the outcome separately.

Human Rights Charter

Nothing in the proposed draft Governance Rules limits a 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.

Options

Option 1 – Endorse the release of the proposed draft Governance Rules for public consultation

This option is recommended by officers as the *COVID-19 Omnibus (Emergency Measures) Act 2020*, which permits councils to temporarily hold meetings via electronic means, expires on 2 September 2022.

Option 2 – Do not endorse the release of the proposed draft Governance Rules for public consultation

This option is not recommended by officers as Council will be unable to hold council or delegated committee meetings via electronic means of communication. All meetings will require Councillors to attend in-person.

Option 3 – Defer the matter

If this option is endorsed, then there will be a period in which Council is unable to hold council or delegated committee meetings via electronic means of communication. All meetings will require Councillors to attend in-person.



GOVERNANCE RULES

Adopted by Council: 27 April 2022



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GOVERNANCE RULES

Introduction

1. Nature of Rules

These are the Governance Rules of Colac Otway Shire Council, made in accordance with section 60 of the *Local Government Act 2020*.

2. Date of Commencement

These Governance Rules commence on 1 September 2020.

3. Contents

These Governance Rules are divided into the following Chapters:

Chapter	Name
Chapter 1	Governance Framework
Chapter 2	Meeting Procedure for Council Meetings
Chapter 3	Meeting Procedure for Delegated Committees
Chapter 4	Meeting Procedure for Community Asset Committees
Chapter 5	Disclosure of Conflicts Of Interest
Chapter 6	Miscellaneous
Chapter 7	Election Period Policy

4. Definitions

In these Governance Rules, unless the context suggests otherwise the following words and phrases mean:

Act means the *Local Government Act 2020*.

Chief Executive Officer includes an Acting Chief Executive Officer.

Community Asset Committee means a Community Asset Committee established under section 65 of the Act.

Council means Colac Otway Shire Council.

Council meeting ~~has the same meaning as in the Act~~ means a meeting of the Council convened in accordance with the Act and these Governance Rules and includes scheduled and unscheduled meetings (whether held in-person attendance or by electronic means of communication).-

Delegated Committee means a Delegated Committee established under section 63 of the Act.

Delegated Committee meeting means a meeting of a Delegated Committee convened in accordance with these Governance Rules and includes scheduled and unscheduled meetings (whether held in-person attendance or by electronic means of communication).

Mayor means the Mayor of Council.

Meetings by electronic means of communication include meetings where all members attend electronically, or where some members attend in-person and some attend via electronic means of communication.

Open meetings to the public means in the case of a council meeting or joint meetings of councils, or a delegated or joint delegated committee:



- Either attendance in person by members of the public, or a meeting that is livestreamed (broadcast live) on the Internet site of the Council; or
- A meeting that is recorded and published on the Internet site of the Council as soon as practicable after the meeting (in the case of a delegated or joint delegated committee only); or
- Any other prescribed means of meeting.

Unscheduled Council Meeting means a *Council meeting* not fixed by *Council*.

these Rules means these Governance Rules.

Proposed Draft Governance Rules

Chapter 1 – Governance Framework

1. Context

These Rules should be read in the context of and in conjunction with:

- (a) the overarching governance principles specified in section 9(2) of the *Act*; and
- (b) the following documents adopted or approved by *Council*:
 - (i) Council Plan;
 - (ii) Councillor Code of Conduct;
 - (iii) Public Transparency Policy; and
 - (iv) Livestreaming and Recording of Council and Planning Committee Meetings Policy.

2. Decision Making

- (a) In any matter in which a decision must be made by *Council* (including persons acting with the delegated authority of *Council*), *Council* must consider the matter and make a decision:
 - (i) fairly, by giving consideration and making a decision which is balanced, ethical and impartial; and
 - (ii) on the merits, free from favouritism or self-interest and without regard to irrelevant or unauthorised considerations
- (b) *Council* must, when making any decision to which the principles of natural justice apply, adhere to the principles of natural justice (including, without limitation, ensuring that any person whose rights will be directly affected by a decision of *Council* is entitled to communicate their views and have their interests considered).
- (c) Without limiting anything in paragraph (b) of this sub-Rule:
 - (i) before making a decision that will directly affect the rights of a person, *Council* (including any person acting with the delegated authority of *Council*) must identify the person or persons whose rights will be directly affected, give notice of the decision which *Council* must make and ensure that such person or persons have an opportunity to communicate their views and have their interests considered before the decision is made;
 - (ii) if a report to be considered at a *Council meeting* concerns subject-matter which will directly affect the rights of a person or persons, the Report must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered;
 - (iii) if a report to be considered at a *Delegated Committee* meeting concerns subject-matter which will directly affect the rights of a person or persons, the Report must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered; and
 - (iv) if a member of Council staff proposes to make a decision under delegation and that decision will directly affect the rights of a person or persons, the member of Council staff must, when making that decision, complete a Delegate Report that records that notice of the decision to be made was given to the person or persons and such person or persons were provided with an opportunity to communicate their views and their interests considered.

Chapter 2 – Meeting Procedure for Council Meetings

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Part A – Introduction

1. Title

This Chapter will be known as the "Meeting Procedure Local Law".

2. Purpose of this Chapter

The purpose of this Chapter is to:

- 2.1 provide for the election of the Mayor and any Deputy Mayor;
- 2.2 provide for the appointment of any Acting Mayor; and
- 2.3 provide for the procedures governing the conduct of *Council meetings*.

3. Definitions and Notes

3.1 In this Chapter:

"*agenda*" means the notice of a meeting setting out the business to be transacted at the meeting;

"*Chair*" means the Chairperson of a meeting and includes a Councillor who is appointed by resolution to chair a meeting under section 61(3) of the *Act*;

"*joint letter*" means a formal application to Council in the form of a letter which has been signed by at least 12 people or executive/committee representatives from ten separate entities whose names and physical addresses also appear on the letter. A letter from a single entity or organisation that is signed by multiple parties from that organisation or entity will not be classed as a joint letter.

"*minute book*" means the collective record of proceedings of *Council*;

"*municipal district*" means the municipal district of *Council*;

"*notice of motion*" means a notice setting out the text of a motion, which it is proposed to move at the next relevant meeting;

"*notice of rescission*" means a *notice of motion* to rescind a resolution made by *Council*;

"*petition*" means a formal written application addressed to Council, submitted in printed or electronic format without erasure, signed or electronically endorsed by at least 12 people whose names and physical addresses also appear, and on which each page of the petition bears the wording of the whole of the petition; and

"*written*" includes duplicated, lithographed, photocopied, printed and typed, and extends to both hard copy and soft copy form, and *writing* has a corresponding meaning.

3.2 Introductions to Parts, headings and notes are explanatory notes and do not form part of this Chapter. They are provided to assist understanding.

Part B – Election of Mayor

Introduction: This Part is concerned with the annual election of the *Mayor*. It describes how the *Mayor* is to be elected.

4. Election of the *Mayor*

The *Chief Executive Officer* must facilitate the election of the *Mayor* in accordance with the provisions of the *Act*.

5. Method of Voting

The election of the *Mayor* must be carried out by a show of hands.

6. Determining the election of the *Mayor*

- 6.1 The *Chief Executive Officer* must open the meeting at which the *Mayor* is to be elected, and invite nominations for the office of *Mayor*.
- 6.2 Any nominations for the office of *Mayor* must be seconded by another Councillor.
- 6.3 Once nominations for the office of *Mayor* have been received, the following provisions will govern the election of the *Mayor*:
 - 6.3.1 if there is only one nomination, the candidate nominated must be declared to be duly elected;
 - 6.3.2 if there is more than one nomination, the Councillors present at the meeting must vote for one of the candidates;
 - 6.3.3 in the event of a candidate receiving an absolute majority of the votes, that candidate is declared to have been elected;
 - 6.3.4 in the event that no candidate receives an absolute majority of the votes, and it is not resolved to conduct a new election at a later date and time, the candidate with the fewest number of votes must be declared to be a defeated candidate. The Councillors present at the meeting must then vote for one of the remaining candidates;
 - 6.3.5 if one of the remaining candidates receives an absolute majority of the votes, he or she is duly elected. If none of the remaining candidates receives an absolute majority of the votes, the process of declaring the candidates with the fewest number of votes a defeated candidate and voting for the remaining candidates must be repeated until one of the candidates receives an absolute majority of the votes. That candidate must then be declared to have been duly elected;
 - 6.3.6 in the event of two or more candidates having an equality of votes and one of them having to be declared:
 - (a) a defeated candidate; and
 - (b) duly electedthe declaration will be determined by lot.
 - 6.3.7 if a lot is conducted, the *Chief Executive Officer* will have the conduct of the lot and the following provisions will apply:



- (a) each candidate will draw one lot;
- (b) the order of drawing lots will be determined by the alphabetical order of the surnames of the Councillors who received an equal number of votes except that if two or more such Councillors' surnames are identical, the order will be determined by the alphabetical order of the Councillors' first names; and
- (c) as many identical pieces of paper as there are Councillors who received an equal number of votes must be placed in a receptacle. If the lot is being conducted to determine who is a defeated candidate, the word "Defeated" shall be written on one of the pieces of paper, and the Councillor who draws the paper with the word "Defeated" written on it must be declared the defeated candidate (in which event a further vote must be taken on the remaining candidates unless there is only one candidate remaining, in which case that candidate will be declared to have been duly elected).

7. Election of Deputy Mayor and Chairs of Delegated Committees

Any election for:

- 7.1 any office of Deputy Mayor; or
- 7.2 Chair of a *Delegated Committee*

will be regulated by Rules 4-6 (inclusive) of this Chapter, as if the reference to the:

- 7.3 *Chief Executive Officer* is a reference to the *Mayor*; and
- 7.4 *Mayor* is a reference to the Deputy Mayor or the Chair of the *Delegated Committee* (as the case may be).

8. Appointment of Acting Mayor

If *Council* has not established an office of Deputy Mayor and it becomes required to appoint an Acting Mayor, it can do so by:

- 8.1 resolving that a specified Councillor be so appointed; or
- 8.2 following the procedure set out in Rules 5 and 6 (inclusive) of this Chapter, at its discretion.

Part C – Meetings Procedure

Introduction: This Part is divided into a number of Divisions. Each Division addresses a distinct aspect of the holding of a meeting. Collectively, the Divisions describe how and when a meeting is convened, when and how business may be transacted at a meeting.

Division 1 – Notices of Meetings and Delivery of Agendas

9. Dates and Times of Meetings Fixed by Council (*Scheduled Meetings*)

Subject to Rule 11, *Council* must from time to time fix the date, time and place of all *Council meetings*.

10. Council May Cancel or Alter Meeting Dates

Council may cancel or change the date, time and place of any *Council meeting* which has been fixed by it and must provide reasonable notice of the change to the public.

11. Meetings Not Fixed by Council (*Unscheduled Meetings*)

- 11.1 The Council may by resolution, call an unscheduled meeting of the Council. The resolution must specify the date, time and place of the meeting and the business to be transacted.
- 11.2 The *Mayor* or at least three Councillors may by a *written* notice call an *unscheduled Council meeting*.
- 11.3 The notice must specify the date and time of the *unscheduled Council meeting* and the business to be transacted.
- 11.4 The *Chief Executive Officer* must convene the *unscheduled Council meeting* as specified in the notice.
- 11.5 Unless all Councillors are present and unanimously agree to deal with any other matter, only the business specified in the *written* notice can be transacted at the *unscheduled Council meeting*.

12. Notice of Meeting

- 12.1 A notice of meeting, incorporating or accompanied by an *agenda* of the business to be dealt with, must be delivered or sent electronically to every Councillor for all *Council meetings* at least 48 hours before the meeting.
- 12.2 Notwithstanding sub-Rule 12.1, a notice of meeting need not be delivered or sent electronically to any Councillor who has been granted leave of absence unless the Councillor has requested the *Chief Executive Officer* in *writing* to continue to give notice of any meeting during the period of his or her absence.
- 12.3 Reasonable notice of each *Council meeting* must be provided to the public at least seven days before the meeting. *Council* may do this:
 - 12.3.1 for *meetings* which it has fixed by preparing a schedule of meetings annually, twice yearly or from time to time, and arranging publication of such schedule in a newspaper generally circulating in the *municipal district* either at various times throughout the year, or prior to each such *Council meeting*; and
 - 12.3.2 for any meeting by giving notice on its website and:

- (a) in each of its Customer Service Centres; and/or
- (b) in at least one newspaper generally circulating in the *municipal district*.

12.4 If urgent or extraordinary circumstances prevent Council from complying with sub-Rule 12.3, the Council must:

- 12.4.1 give such notice as is practicable; and
- 12.4.2 specify the urgent or extraordinary circumstances which prevented the Council from complying with sub-Rule 12.3 in the minutes of the meeting.

13. Prohibition of Unauthorised Recording of Meetings

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*.

14. Availability of Council Meeting Documentation

- 14.1 All endeavours will be made to make Council meeting documentation available:
 - 14.1.1 to Councillors and relevant staff members six days prior to a scheduled meeting;
 - 14.1.2 on Council's website five days prior to a scheduled meeting and hard copies provided at its Customer Service centres; and
 - 14.1.3 to Councillors and relevant staff members seven days prior to a scheduled meeting when the Council meeting is to be held on a Wednesday and the Monday or Tuesday immediately prior to the scheduled meeting is a public holiday; and
- 14.2 Council may, on occasion, be unable to comply with sub-Rule 14.1, where the meeting is an unscheduled meeting.

Division 2 – Quorums

A Councillor may attend and be present at a Council meeting by electronic means of communication.

15. Inability to Obtain a Quorum

If after 30 minutes from the scheduled starting time of any *Council meeting*, a quorum cannot be obtained:

- 15.1 the meeting will be deemed to have lapsed;
- 15.2 the *Mayor* must convene another *Council meeting*, the *agenda* for which will be identical to the *agenda* for the lapsed meeting; and
- 15.3 the *Chief Executive Officer* must give all Councillors *written* notice of the meeting convened by the *Mayor*.



16. Inability to Maintain a Quorum

- 16.1 If during any *Council meeting*, a quorum cannot be maintained then Rule 15 will apply as if the reference to the meeting is a reference to so much of the meeting as remains.
- 16.2 Sub-Rule 15.1 does not apply if the inability to maintain a quorum is because of the number of Councillors who have a conflict of interest in the matter to be considered, or where prior notification has been given that the meeting will not proceed and there was no opportunity for Council to formally resolve to cancel it.

17. Adjourned Meetings

- 17.1 *Council* may adjourn any meeting to another date or time but cannot in the absence of disorder or a threat to the safety of any Councillor or member of Council staff adjourn a meeting in session to another place.
- 17.2 The *Chief Executive Officer* must give *written* notice to each Councillor of the date, time and place to which the meeting stands adjourned and of the business remaining to be considered.
- 17.3 If it is impracticable for the notice given under sub-Rule 17.2 to be in *writing*, the *Chief Executive Officer* must give notice to each Councillor by telephone or in person.

18. Time Limits for Meetings

- 18.1 The Chair will pause a Council meeting after four hours and the Council will consider if it wants to continue. A majority of *Councillors* present must vote in favour of its continuance.
- 18.2 In the absence of a continuance, the meeting must stand adjourned to a time and date to be announced by the Chair, immediately prior to the meeting standing adjourned and where possible, within two business days.
- 18.3 No meeting is to continue past six hours. In that event, the provisions of sub-Rules 17.2 and 17.3 will apply.
- 18.4 The Council may adjourn for a short break every hour, after a period of two hours, or at the Chair's discretion.

19. Cancellation or Postponement of a Meeting

- 19.1 The *Chief Executive Officer* may, in the case of an emergency necessitating the cancellation or postponement of a *Council meeting*, cancel or postpone a *Council meeting*.
- 19.2 The *Chief Executive Officer* must present to the immediately following *Council meeting* a *written* report on any exercise of the power conferred by sub-Rule 19.1.

Division 3 – Business of Meetings

20. Agenda and the Order of Business

The *agenda* for and the order of business for a *Council meeting* is to be determined by the *Chief Executive Officer*, following consultation with the Mayor, so as to facilitate and maintain open, efficient and effective processes of government.



21. Change to Order of Business

Once an *agenda* has been sent to Councillors, the order of business for that *Council meeting* may be altered through resolution of *Council*.

22. En Bloc Voting

- 22.1 Subject to sub-Rule 22.4 below, Council may move agenda items *en bloc*, so long as the *motion* is moved, seconded and carried unanimously.
- 22.2 During discussion on any items to be moved *en bloc*, the Chair will ask Councillors if any of the items to be considered are:
 - 22.2.1 Items where the motion is expected to be different to the officer recommendation?
 - 22.2.2 Items where a disclosure of conflict of interest is to be declared by a Councillor?
 - 22.2.3 Items where a Councillor would like the recommendation to be considered separately?
- 22.3 If a Councillor indicates an item falls within sub-Rule 22.2, then the Chair will request the item be removed from the group of items to be considered *en bloc*.
- 22.4 The following items must not be considered *en bloc*:
 - 22.4.1 Items that relate to planning matters or that involve statutory third-party rights;
 - 22.4.2 Items of a controversial nature which may attract a large amount of interest; and
 - 22.4.3 Items where a special majority vote is required (eg Councillor Code of Conduct is required to be passed at a meeting by at least two-thirds of the total number of Councillors elected to the Council).
- 22.5 Questions/discussion from Councillors are permitted on the items moved *en bloc*.
- 22.6 The minutes of the meeting must clearly identify which matters are decided *en bloc* and each individual resolution must be recorded in full.

23. Urgent Business

If the *agenda* for a *Council meeting* makes provision for urgent business, business cannot be admitted as urgent business other than by resolution of *Council* and only then if it:

- 23.1 relates to or arises out of a matter which has arisen since distribution of the *agenda*; and
- 23.2 cannot safely or conveniently be deferred until the next *Council meeting*.

Division 4 – Motions and Debate

24. Councillors May Give Notice of Motions

Councillors may ensure that a matter is considered by a scheduled Council meeting by giving *Notice of a Motion*.



25. Notice of Motion

- 25.1 A *notice of motion* must be in *writing* signed by a Councillor, and be lodged with or sent to the *Chief Executive Officer* at least eight days prior to the Council meeting, to allow sufficient time for the *Chief Executive Officer* to include the *notice of motion* in the agenda papers for a *Council meeting*.
- 25.2 The *Chief Executive Officer* may reject any *notice of motion* which:
- 25.2.1 is vague or unclear in intention
 - 25.2.2 it is beyond *Council's* power to pass; or
 - 25.2.3 if passed would result in *Council* otherwise acting invalidly
- but must:
- 25.2.4 give the Councillor who lodged it an opportunity to amend it prior to rejection, if it is practicable to do so; and
 - 25.2.5 notify in *writing* the Councillor who lodged it of the rejection and reasons for the rejection.
- 25.3 The full text of any *notice of motion* accepted by the *Chief Executive Officer* must be included in the *agenda* and include an officer comment. No officer comment will be provided for a *notice of rescission*.
- 25.4 The *Chief Executive Officer* must cause all notices of motion to be numbered, dated and entered in the notice of motion register in the order in which they were received.
- 25.5 Except by leave of *Council*, each *notice of motion* before any meeting must be considered in the order in which they were entered in the notice of motion register.
- 25.6 Where a *notice of motion* is listed on an agenda, the *Chair* will first invite the Councillor who gave the *notice of motion* to move it, in accordance with clause 25.
- 25.7 No material changes may be made to a Notice of Motion at the meeting.
- 25.8 If a Councillor who has given a *notice of motion* is absent from the meeting or fails to move the motion when called upon by the *Chair*, any other Councillor may move the motion.
- 25.9 If a *notice of motion* is not moved at the *Council meeting* at which it is listed, it lapses.
- 25.10 Unless Council resolves to re-list at a future *Council meeting* a *notice of motion* which has been lost, a similar motion must not be put before Council for at least three months from the date it was lost.

26. Chair's Duty

Any motion which is determined by the *Chair* to be:

- 26.1 defamatory;
- 26.2 objectionable in language or nature;

- 26.3 vague or unclear in intention;
 - 26.4 outside the powers of *Council*; or
 - 26.5 irrelevant to the item of business on the *agenda* and has not been admitted as urgent, or purports to be an amendment but is not,
- must not be accepted by the *Chair*.

27. Introducing a Report

- 27.1 Before a *written* report is considered by *Council* and any motion moved in relation to such report, a member of Council staff may introduce the report if invited by the *Chair* by indicating:
 - 27.1.1 its background; or
 - 27.1.2 the reasons for any recommendation which appears.
- 27.2 Unless *Council* resolves otherwise, a member of Council staff need not read any written report to *Council* in full.

28. Introducing a Motion or an Amendment

The procedure for moving any motion or amendment is:

- 28.1 the mover must state the motion without speaking to it;
- 28.2 the motion must be seconded and the seconder must be a Councillor other than the mover. If a motion is not seconded, the motion lapses for want of a seconder;
- 28.3 if a motion or an amendment is moved and seconded the *Chair* must ask:

"Is the motion or amendment opposed? Does any Councillor wish to speak to the motion or amendment?"
- 28.4 if no Councillor indicates opposition or a desire to speak to it, the *Chair* may declare the motion or amendment carried without discussion;
- 28.5 if a Councillor indicates opposition or a desire to speak to it, then the *Chair* must call on the mover to address the meeting;
- 28.6 after the mover has addressed the meeting, the seconder may address the meeting;
- 28.7 after the seconder has addressed the meeting, or has, without speaking on the motion, reserved their address until later in debate (or after the mover has addressed the meeting if the seconder does not address the meeting,) the *Chair* must invite debate by calling on any Councillor who wishes to speak to the motion, providing an opportunity to alternate between those wishing to speak against the motion and those wishing to speak for the motion, prior to the seconder addressing the meeting, if they chose to reserve their address;
- 28.8 the mover of the original motion retains the right of reply to that motion; and
- 28.9 if, after the mover has addressed the meeting, the *Chair* has invited debate and no Councillor speaks to the motion, then the *Chair* must put the motion to the vote.

29. Right of Reply

- 29.1 The mover of a motion, including an amendment, has a right of reply to matters raised during debate.
- 29.2 After the right of reply has been taken but subject to any Councillor exercising their right to ask any question concerning or arising out of the motion, the motion must be put to the vote without any further discussion or debate.

30. Moving an Amendment

- 30.1 Subject to sub-Rule 30.2 a motion which has been moved and seconded may be amended by leaving out or adding words. Any added words must be relevant to the subject of the motion.
- 30.2 A motion to confirm a previous resolution of *Council* cannot be amended.
- 30.3 An amendment must not be directly opposite to the motion.

31. Who May Propose an Amendment

- 31.1 An amendment may be proposed or seconded by any Councillor, except the mover or seconder of the original motion.
- 31.2 Any one Councillor cannot move more than two amendments in succession without the leave of the *Chair* and that leave will not be unreasonably withheld.

32. How Many Amendments May be Proposed

- 32.1 Any number of amendments may be proposed to a motion but only one amendment may be accepted by the *Chair* at any one time.
- 32.2 No second or subsequent amendment, whether to the motion or an amendment of it, may be taken into consideration until the previous amendment has been dealt with.

33. An Amendment Once Carried

- 33.1 If the amendment is carried, the motion as amended then becomes the motion before the meeting (substantive motion), and may be debated before it is put.
- 33.2 Debate on the substantive motion doesn't recommence. Only Councillors who didn't speak to the original motion have a right to speak to the substantive motion.
- 33.3 The mover of the original motion retains the right of reply to that motion.

34. Foreshadowing Motions

- 34.1 At any time during debate a Councillor may foreshadow a motion so as to inform *Council* of their intention to move a motion at a later stage in the meeting, but this does not extend any special right to the foreshadowed motion.
- 34.2 A motion foreshadowed may be prefaced with a statement that in the event of a particular motion before the *Chair* being resolved in a certain way, a Councillor intends to move an alternative or additional motion.



- 34.3 The *Chief Executive Officer* or person taking the minutes of the meeting is not expected to record foreshadowed motions in the minutes until the foreshadowed motion is formally moved.

35. Withdrawal of Motions

Before any motion is put to the vote, it may be withdrawn by the mover and seconder with the leave of *Council*.

36. Separation of Motions

Where a motion contains more than one part, a Councillor may request the *Chair* to put the motion to the vote in separate parts.

37. Chair May Separate Motions

The *Chair* may decide to put any motion to the vote in several parts.

38. Priority of address

Outside of the specific application of Rule 28 in the case of competition for the right to speak, the *Chair* must decide the order in which the Councillors concerned will be heard.

39. Motions in Writing

39.1 The *Chair* may require that a complex or detailed motion be in writing.

39.2 *Council* may adjourn the meeting while the motion is being *written* or *Council* may defer the matter until the motion has been *written*, allowing the meeting to proceed uninterrupted.

40. Repeating Motion and/or Amendment

The *Chair* may request the person taking the minutes of the *Council meeting* to read the motion or amendment to the meeting before the vote is taken.

41. Debate Must Be Relevant to the Motion

41.1 Debate must always be relevant to the motion before the Chair, and, if not, the *Chair* must request the speaker to confine debate to the motion.

41.2 If after being requested to confine debate to the motion before the Chair, the speaker continues to debate irrelevant matters, the *Chair* may direct the speaker to be seated and not speak further in respect of the motion then before the Chair.

41.3 A speaker to whom a direction has been given under sub-Rule 41.2 must comply with that direction.

42. Speaking Times

42.1 A Councillor must not speak longer than the time set out below, unless granted an extension by the *Chair*:

42.1.1 the mover of a motion or an amendment which has been opposed: five minutes and three minutes if no opposition;

42.1.2 any other Councillor: three minutes; and



42.1.3 the mover of a motion exercising a right of reply/closing statement: two minutes.

42.2 Where the *Chair* allows discussion on an item, the maximum speaking time for a Councillor will be three minutes.

43. Addressing the Meeting

If the *Chair* so determines:

43.1 any person addressing the *Chair* must refer to the *Chair* as:

43.1.1 Mayor; or

43.1.2 Chair or Acting Chair;

as the case may be;

43.2 all Councillors, other than the *Mayor*, must be addressed as

Cr(name).

43.3 all members of Council staff, must be addressed as

.....(name) as appropriate or by their official title.

44. Right to Ask Questions

44.1 A Councillor may, when no other Councillor is speaking, ask any question concerning or arising out of the motion or amendment before the Chair.

44.2 The *Chair* has the right to limit questions and direct that debate be commenced or resumed.

Division 5 – Procedural Motions

45. Procedural Motions

45.1 Unless otherwise prohibited, a procedural motion may be moved at any time and must be dealt with immediately by the *Chair*.

45.2 Notwithstanding any other provision in this Chapter, procedural motions must be dealt with in accordance with the following table:



PROCEDURAL MOTIONS TABLE

Procedural Motion	Form	Mover	When Motion Prohibited	Effect if Carried	Effect if Lost	Debate Permitted on Motion
1. Adjournment of debate to later hour and/or date	That this matter be adjourned to *am/pm and/or *date	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	(a) During the election of a <i>Chair</i> ; (b) When another Councillor is speaking	Motion and amendment is postponed to the stated time and/or date	Debate continues unaffected	Yes
2. Adjournment of debate indefinitely	That this matter be adjourned until further notice	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	(a) During the election of a <i>Chair</i> ; (b) When another Councillor is speaking; or (c) When the motion would have the effect of causing <i>Council</i> to be in breach of a legislative requirement	Motion and any amendment postponed but may be resumed at any later meeting if on the agenda	Debate continues unaffected	Yes
3. The closure (of debate)	That the motion be now put	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	During nominations for <i>Chair</i>	Motion or amendment in respect of which the closure is carried is put to the vote immediately without debate of this motion, subject to any Councillor exercising his or her right to ask any question concerning or arising out of the motion	Debate continues unaffected	No



Procedural Motion	Form	Mover	When Motion Prohibited	Effect if Carried	Effect if Lost	Debate Permitted on Motion
4. Deferral of a matter (to a future meeting)	'That the debate on this matter be deferred until (insert meeting/date) to allow (purpose of deferral)'...	Any Councillor who has not moved or seconded the original motion or otherwise spoken to the original motion	(a) During the election of the Mayor/Deputy Mayor; (b) During the election of a Chairperson; or (c) When another Councillor is speaking	Consideration/debate on the motion and/or amendment is postponed to the stated date and the item is re-listed for consideration at the resolved future meeting, where a fresh motion may be put and debated	Debate continues unaffected	Yes
5. Laying a motion on the table (pausing debate)	'That the motion be laid on the table'	A Councillor who has not spoken for/against the motion	During the election of the Mayor/Deputy Mayor	Motion not further discussed or voted on until Council resolves to take the question from the table at the same meeting	Debate continues unaffected N	No
6. Take a motion from the table (resume debate on a matter)	'That the motion in relation to xx be taken from the table'	Any Councillor	When no motion is on the table	Debate of the item resumes	Debate of the item remains paused	No
7. Alter the order of business	'That the item listed at xx on the agenda be considered before/after the item listed as xy'	Any Councillor	(a) At a Meeting to elect the Mayor; or (b) During any debate	Alters the order of business for the meeting	Items are considered in the order as listed in the Agenda	No
8. Suspension of Meetings Procedure	'That the Meetings Procedure be suspended to ...' (reason must be provided)	Any Councillor		The rules of the meeting are temporarily suspended for the specific reason given in the motion. No debate or decision on any matter, other than a decision to resume Meetings Procedure, is permitted	The meeting continues unaffected	No



Procedural Motion	Form	Mover	When Motion Prohibited	Effect if Carried	Effect if Lost	Debate Permitted on Motion
9. Resumption of Meetings Procedure	'That the Meetings Procedure be resumed'	Any Councillor	When Meeting Procedures have not been suspended	The temporary suspension of the rules of the meeting is removed	The meeting cannot continue	No
10. Consideration of confidential matter(s) (Close the meeting to members of the public)	That, in accordance with Section 66(2)(a) of the <i>Local Government Act 2020</i> the meeting be closed to members of the public for the consideration of item xx is confidential as it relates to [insert reason]	Any Councillor	During the election of the Mayor/Deputy Mayor	The meeting is closed to members of the public	The meeting continues to be open to the public	Yes
11. Reopen the meeting	'That the meeting be reopened to members of the public'	Any Councillor		The meeting is reopened to the public	The meeting remains closed to the public	No

Division 6 – Rescission Motions

46. Notice of Rescission

- 46.1 A Councillor may give notice of a motion to rescind a previous resolution of Council provided:
- 46.1.1 the resolution proposed to be rescinded has not been acted on;
 - 46.1.2 the effect of rescinding the resolution will not place the Council at significant legal, financial or other risk, including non-compliance with statutory obligations; and
 - 46.1.3 the *Notice of Rescission* is delivered to the *Chief Executive Officer* within three months of the resolution having been made setting out -
 - (a) the resolution to be rescinded; and
 - (b) the meeting and date when the resolution was carried.

It should be remembered that a notice of rescission is a form of notice of motion. Accordingly, all provisions in this Chapter regulating notices of motion equally apply to notices of rescission.

- 46.2 A resolution will be deemed to have been acted on if:
- 46.2.1 its contents have or substance has been communicated in *writing* to a person whose interests are materially affected by it; or
 - 46.2.2 a statutory process has been commenced
- so as to vest enforceable rights in or obligations on *Council* or any other person.
- 46.3 The *Chief Executive Officer* or an appropriate member of Council staff must defer implementing a resolution which:
- 46.3.1 has not been acted on; and
 - 46.3.2 is the subject of a *notice of rescission* which has been delivered to the *Chief Executive Officer* in accordance with sub-Rule 46.1.3,
- unless deferring implementation of the resolution would have the effect of depriving the resolution of efficacy.
- 46.4 This section does not apply to an officer recommendation or Councillor Notice of Motion to supersede a previous resolution of Council.

47. If Lost

If a motion for rescission is lost, a similar motion may not be put before *Council* for at least three months from the date it was last lost, unless *Council* resolves that the *notice of motion* be re-listed at a future meeting.

48. If Not Moved

If a motion for rescission is not moved at the meeting at which it is listed, it lapses.

49. May be Moved by any Councillor

A motion for rescission listed on an *agenda* may be moved by any Councillor present but may not be amended.

50. When Not Required

50.1 A motion for rescission is not required where *Council* wishes to change policy.

Division 7 – Points of Order

51. Valid Points of Order

A point of order may be raised in relation to a motion, amendment or statement made that:

- 51.1 is contrary to *these Rules*;
- 51.2 is defamatory;
- 51.3 is irrelevant to the matter under consideration or offensive;
- 51.4 is outside *Council's* legal powers;
- 51.5 constitutes improper behaviour;
- 51.6 constitutes a tedious repetition of something already said;
- 51.7 a motion, which, under Rule 26, or a question which, under Rule 56, should not be accepted by the *Chair*;
- 51.8 a question of procedure; or
- 51.9 any act of disorder.

Expressing a difference of opinion or to contradict a speaker is not a valid point of order.

52. Procedure for Point of Order

- 52.1 A Councillor raising a point of order must:
 - 52.1.1 state the point of order; and
 - 52.1.2 state any section, Rule, paragraph or provision of *these Rules* or the Councillor Code of Conduct relevant to the point of order.
- 52.2 A Councillor who is interrupted by another Councillor calling for a point of order must immediately stop speaking and remain silent until the Councillor raising the point of order has been heard and the question disposed of by the *Chair*.



53. Chair May Adjourn to Consider

- 53.1 The Chair may adjourn the meeting to consider a point of order which has been raised but otherwise must rule on it as soon as it is raised.
- 53.2 All other questions or matters before the meeting are suspended until the point of order is decided.

54. Chair to Decide

The *Chair* must decide all points of order by stating the provision, rule, practice or precedent which they consider applicable to the point raised without entering into any discussion or comment.

55. Final Ruling on a Point of Order

- 55.1 The decision of the Chair in respect of a point of order raised will not be open for discussion and will be final and conclusive unless the majority of Councillors present carry a motion of dissent.
- 55.2 A motion of dissent on a point of order must contain the provision, rule, practice or precedent in substitution for the *Chair's* ruling.
- 55.3 A motion of dissent in relation to a point of order is not a motion of dissent in the Chair, and the Chair must at all times remain in the Chair and they will retain their right to a second vote.
- 55.4 A motion of dissent on a point of order will take precedence over all other business and, if carried, must be acted on instead of the ruling given by the *Chair*.

Division 8 – Public Question Time

56. Question Time

- 56.1 Unless Council resolves differently, there must be a public question time at every *Council meeting* fixed under Rule 9 or every *Unscheduled Council Meeting* fixed under Rule 11 to enable members of the public to submit written questions and to ask verbal questions of *the meeting*. Question time is specifically for succinct questions in form and character, rather than forums for making statements and discussion.
- 56.2 Sub-Rule 56.1 does not apply during any period when a meeting is closed to members of the public in accordance with section 66(2) of the *Act*.

Scheduled meetings

- 56.3 A 30 minute period shall be provided for questions at the beginning of *Scheduled Council meetings*.
- 56.4 Each question asked/submitted must not be greater than 90 seconds in duration (or 225 words if in writing).
- 56.5 During public question time, members of the public may either:
 - 56.5.1 Raise their hand and ask their question from the public gallery;
 - 56.5.2 Register by no later than 5pm two days prior to the scheduled meeting to join the meeting virtually or by phone to ask their question.

- 56.5.3 Submit a question (online, by post or hand delivered to our Customer Service centre) by no later than 5pm two days prior to the *Scheduled Council meeting*, to be read out at the meeting.
- 56.6 A time limit of five minutes per person applies, irrespective of the number of questions submitted/asked by that person. If a person has submitted or wants to ask more questions at a meeting than can be answered in the five minutes allocated, their remaining questions may:
- 56.6.1 at the discretion of the Chair, be dealt with after all other persons have had their questions asked and answered (or their five minutes has expired), time permitting; or
 - 56.6.2 not be asked and answered if the time allotted for public question time has expired; and
 - 56.6.3 where questions have not been asked and answered at the relevant Council meeting, a response will be provided in writing after the meeting.
- 56.7 The Chair or a member of Council staff nominated by the Chair may read to those present at the meeting a question which has been submitted in accordance with this Rule.

Unscheduled meetings

- 56.8 A 15 minute period shall be provided for questions at the beginning of *Unscheduled Council meetings*.
- 56.9 Only questions related to the agenda for that meeting will be accepted for *Unscheduled Council Meetings*.
- 56.10 Sub-Rules 56.4 to 56.7 apply to questions at *Unscheduled Council* meetings.
- 56.11 Public question time may be extended at the discretion of the *Chair*.
- 56.12 Written questions submitted to *Council* will be given preference and will take precedence at the *Council meeting*. Written questions must state the name and address (and organisation if applicable), of the person submitting the question, and generally be in a form approved or permitted by Council.
- 56.13 If a member of the public intends to ask a question that is unrelated to an item on the agenda, they are encouraged to register a question, in writing, prior to the relevant *Scheduled Council meeting* so that a better-researched and more complete response can be provided.
- 56.14 The *Chair* will exercise discretion so that the maximum number of people present will be permitted to ask their questions within the time available for public question time.
- 56.15 The Chair of the meeting may disallow any question on the ground that it is repetitive of a question already asked (including at previous meetings), objectionable, irrelevant, raises an issue that is the type of information deemed confidential (including questions relating to compliance or enforcement matters or other legal proceedings), is asked to embarrass a Councillor or member of the administration.
- 56.16 Any question which has been disallowed by the *Chair* must be made available to any other Councillor upon request.

- 56.17 Any member of the public asking a question of *Council* must extend due courtesy and respect to *Council* and the processes under which it operates, and must take direction from the *Chair* whenever called upon to do so.
- 56.18 All questions and answers must be as brief as possible, and no discussion may be allowed other than by *Councillors* for the purposes of clarification.
- 56.19 Like questions may be grouped together and a single answer provided.
- 56.20 Questions from the public gallery or virtually/by phone, shall be addressed to the Chair. The Chair will then ask the Chief Executive Officer to determine who will answer the question. The *Chief Executive Officer*, or a senior officer may be nominated to respond to a question.
- 56.21 If the *Chair* so permits, a second speaker may support or add to an answer given, but questions shall not be debated by *Council* during public question time.
- 56.22 The *Chief Executive Officer* may require a question to be put on notice. If a question is put on notice, a *written* copy of the answer will be sent to the person who asked the question and will be included in the minutes of the following *Council meeting*.
- 56.23 The *Chief Executive Officer* may advise *Council* that it is his or her opinion that the reply to a question should be given in a meeting closed to members of the public. The *Chief Executive Officer* must state briefly the reason why the reply should be so given and, unless *Council* resolves to the contrary, the reply to such question must be so given.

Division 9 – Petitions and Joint Letters

57. Petitions and Joint Letters

- 57.1 A petition or joint letter must be presented to the next available scheduled meeting of Council where the petition or joint letter is received at least 10 days before the Council meeting.
- 57.2 Unless *Council* determines to consider it as an item of urgent business, no motion (other than a motion to receive the same) may be made on any petition or joint letter until the next *Council meeting* after that at which it has been presented.
- 57.3 Every petition or joint letter presented to *Council*:
- 57.3.1 must be in *writing* (other than pencil), typing or printing, contain the request of the petitioners or signatories and be signed by at least 12 people;
 - 57.3.2 must be addressed to the *Council*, *Mayor*, a Councillor or Councillors, containing a request for action to be taken by *Council*;
 - 57.3.3 may be submitted electronically, by post or delivered in person;
 - 57.3.4 must be in the English language, or accompanied by a translation, which will need to be certified by the *Chief Executive Officer* who will present it to be correct;
 - 57.3.5 must not be defamatory or objectionable in language or nature; and

- 57.3.6 must not relate to matters outside the powers of Council or relate to neighbourhood disputes/issues;
- 57.3.7 must be received by Council in its original form 10 days prior to a Council meeting and, if it is not, will be presented at the next Council meeting; and
- 57.3.8 may, at the discretion of the *Chief Executive Officer*, be refused if the same, or substantially the same, petition is received more than once in a twelve (12) month period during the course of a term of *Council*.
- 57.4 Every petition or joint letter must be signed by the persons whose names are appended to it by their names or marks, and, except in cases of incapacity or sickness, by no one else and the address of every petitioner or signatory must be clearly stated.
- 57.5 Any signature appearing on a page which does not bear the text of the whole of the petition or request may not be considered by *Council*.
- 57.6 Every page of a petition or joint letter must be a single page of paper and not be posted, stapled, pinned or otherwise affixed or attached to any piece of paper other than another page of the petition or joint letter.
- 57.7 If a petition or joint letter relates to an operational matter, *Council* must refer it to the *Chief Executive Officer* for consideration.
- 57.8 If a petition relates to:
 - 57.8.1 a 'planning matter' which is the subject of a public notification process under the *Planning and Environment Act 1987*; or
 - 57.8.2 a 'statutory matter' which is the subject of a community engagement process;

the petition will be treated as a joint submission in relation to the 'planning matter' or the 'statutory matter' (as the case may be).
- 57.9 The Chief Executive Officer may accept electronic petitions received via online websites if they are satisfied that the petition is authentic and from a legitimate website and provided that the electronic petition has been closed and a copy has been forwarded to Council.
- 57.10 A petition or joint letter shall not be presented at a meeting of Council or received by Council unless it meets the definition under these Governance Rules, unless it is specifically resolved by Council to receive the petition or joint letter in a non-conforming format. Only the wording of the request and the number of signatories will be included in the public agenda for a Council meeting.
- 57.11 If the petition or joint letter relates to any item already on the agenda for the Council meeting at which the petition or joint letter is submitted, the *Chair* may decide that the petition or joint letter will be dealt with in conjunction with that agenda item.
- 57.12 A petition or joint letter may nominate a person to whom a reply must be sent, but if no person is nominated or if it is not obvious who the intended contact person is, Council will reply to the first signatory who appears on the petition or joint letter.



Division 10 – Voting

58. How Motion Determined

To determine a motion before a meeting, the *Chair* must first call for those in favour of the motion and then those opposed to the motion, and must then declare the result to the meeting.

59. Silence

Voting must take place in silence.

60. Recount

The *Chair* may direct that a vote be recounted to satisfy himself or herself of the result.

61. Casting Vote

61.1 In the event of a tied vote, the *Chair* must exercise a casting vote.

61.2 In the event of an item first coming before Council having an equality of votes, Council's expectation is that the Chair will generally vote in the negative unless there is an imminent deadline that requires an immediate decision.

61.3 Council's expectation is that the item should then be listed for the next Council meeting. If there is an equality of votes when the item is re-presented to Council, then the expectation is that the Chair will use the casting vote to finally resolve the matter.

61.4 Council acknowledges that the Chair is always free to exercise the casting vote as they see fit, notwithstanding the expectations outlined in sub-Clauses 61.2 and 61.3.

62. By Show of Hands

Voting on any matter is by show of hands.

63. Procedure for a Division

63.1 Immediately after any question is put to a meeting and before the next item of business has commenced, a Councillor may call for a division.

63.2 When a division is called for, the vote already taken must be treated as set aside and the division shall decide the question, motion or amendment.

63.3 When a division is called for, the *Chair* must:

63.3.1 first ask each Councillor wishing to vote in the affirmative to raise a hand and, upon such request being made, each Councillor wishing to vote in the affirmative must raise one of their hands. The Chair must then state, and the Chief Executive Officer or any authorised officer must record, the names of those Councillors voting in the affirmative; and

63.3.2 then ask each Councillor wishing to vote in the negative to raise a hand and, upon such request being made, each Councillor wishing to vote in the negative must raise one of their hands. The *Chair* must then state, and the *Chief Executive Officer* or any *authorised officer* must record, the names of those Councillors voting in the negative.



64. No Discussion Once Declared

Once a vote on a question has been taken, no further discussion relating to the question is allowed unless the discussion involves:

- 64.1 a Councillor requesting, before the next item of business is considered, that his or her opposition to a resolution be recorded in the minutes; or
- 64.2 foreshadowing a *notice of rescission* where a resolution has just been made, or a positive motion where a resolution has just been rescinded.

Division 11 – Minutes

65. Confirmation of Minutes

- 65.1 At every *Council meeting* the minutes of the preceding meeting(s) must be dealt with as follows:
 - 65.1.1 a copy of the minutes must be delivered to each Councillor no later than 48 hours before the meeting;
 - 65.1.2 no discussion or debate on the confirmation of the minutes is permitted except where their accuracy as a record of the proceedings of the meeting to which they relate is questioned;
 - 65.1.3 following the moving and seconding of the minutes, if no Councillor indicates opposition, the question is put to the vote; and
 - 65.1.4 a resolution of *Council* must confirm the minutes and the minutes must, if practicable, be signed by the *Chair* of the meeting at which they have been confirmed.

66. Deferral of Confirmation of Minutes

Council may defer the confirmation of minutes until later in the *Council meeting* or until the next meeting if considered appropriate.

67. Form and Availability of Minutes

- 67.1 The *Chief Executive Officer* (or other person authorised by the *Chief Executive Officer* to attend the meeting and to take the minutes of such meeting) must keep minutes of each *Council meeting*, and those minutes must record:
 - 67.1.1 the date, place, time and nature of the meeting;
 - 67.1.2 the names of the Councillors present and the names of any Councillors who apologised in advance for their non-attendance;
 - 67.1.3 any disclosure of a conflict of interest made by a Councillor, including the explanation given by the Councillor under Chapter 5;
 - 67.1.4 arrivals and departures (including temporary departures) of Councillors during the course of the meeting;
 - 67.1.5 each motion and amendment moved (including motions and amendments that lapse for the want of a seconder);

- 67.1.6 the outcome of every motion, that is, whether it was put to the vote and the result of either carried, lost, withdrawn, lapsed, amended, etc.;
- 67.1.7 the vote cast by each Councillor upon a division;
- 67.1.8 the vote cast by any Councillor who has requested that his or her vote be recorded in the minutes;
- 67.1.9 questions upon notice;
- 67.1.10 the failure of a quorum;
- 67.1.11 any adjournment of the meeting and the reasons for that adjournment;
- 67.1.12 the time at which standing orders were suspended and resumed;
- 67.1.13 a brief summary of any public questions and responses provided by the Chief Executive Officer or their nominee; and
- 67.1.14 any other matter which the Chief Executive Officer thinks should be recorded to clarify the intention of the *Council meeting* or the recording of the minutes.
- 67.2 The *Chief Executive Officer* must ensure that the minutes of any *Council meeting* are:
 - 67.2.1 published on *Council's* website; and
 - 67.2.2 available for inspection at *Council's* office during normal business hours.
- 67.3 Nothing in sub-Rule 67.2 requires *Council* or the *Chief Executive Officer* to make public any minutes relating to a *Council meeting* or part of a *Council meeting* closed to members of the public in accordance with section 66 of the *Act*.

Division 12 – Behaviour

68. Public Addressing the Meeting

- 68.1 Members of the public do not have a right to address *Council* and may only do so with the consent of the *Chair* or by prior arrangement.
- 68.2 Any member of the public addressing *Council* must extend due courtesy and respect to *Council* and the processes under which it operates and must take direction from the *Chair* whenever called on to do so.
- 68.3 A member of the public present at a *Council meeting* must not disrupt the meeting.

69. Chair May Remove

The *Chair* may order and cause the removal of any person, other than a Councillor, who disrupts any meeting or fails to comply with a direction given under sub-Rule 68.2.

It is intended that this power be exercisable by the Chair, without the need for any Council resolution. The Chair may choose to order the removal of a person whose actions immediately threaten the stability of the meeting or wrongly threatens his or her authority in chairing the meeting.



70. **Chair may adjourn disorderly meeting**

If the *Chair* is of the opinion that disorder at the *Council* table or in the gallery makes it desirable to adjourn the *Council meeting*, the *Chair* may adjourn the meeting to a later time on the same day or to some later day as the *Chair* thinks proper. In that event, the provisions of sub-Rules 17.2 and 17.3 apply.

71. **Removal from Chamber**

The *Chair*, or *Council* in the case of a suspension, may ask the *Chief Executive Officer* or a member of the Victoria Police to remove from the Chamber any person who acts in breach of this Chapter and whom the *Chair* has ordered to be removed from the gallery under Rule 69.

Division 13 – Additional Duties of *Chair*

72. **The *Chair's* Duties and Discretions**

In addition to the duties and discretions provided in this Chapter, the *Chair*:

- 72.1 must not accept any motion, question or statement which is derogatory, or defamatory of any Councillor, member of Council staff, or member of the community; and
- 72.2 must call to order any person who is disruptive or unruly during any meeting.

Division 14 – Suspension of Meetings Procedure

73. **Suspension of Meetings Procedure**

- 73.1 To expedite the business of a meeting, *Council* may suspend meetings procedure.

The suspension of meetings procedure should be used to enable full discussion of any issue without the constraints of formality.

Its purpose is to enable the formalities of meeting procedure to be temporarily disposed of while an issue is discussed.

- 73.2 The suspension of meetings procedure should not be used purely to dispense with the processes and protocol of the government of *Council*. An appropriate motion would be:

"That meetings procedure be suspended to enable discussion on....."

- 73.3 No motion can be accepted by the *Chair* or lawfully be dealt with during any suspension of meetings procedure.

- 73.4 Once the discussion has taken place and before any motions can be put, the resumption of meetings procedure will be necessary. An appropriate motion would be:

"That meetings procedure be resumed."

Division 15 – Miscellaneous

74. Meetings Conducted ~~Remotely~~ **via Electronic Means of Communication**

~~If:~~

~~74.1 — by law a meeting may be conducted electronically; and~~

~~74.2 — Council decides that a meeting is to be conducted electronically,~~

~~the Chair may, with the consent of the meeting, modify the application of any of the Rules in this Chapter to facilitate the more efficient and effective transaction of the business of the meeting.~~

74.1 Council is permitted by the Act to hold meetings by electronic means of communication, and a Council meeting will be open to the public if members of the public are able to attend it in person, or if it is livestreamed (broadcast live) on Council's internet site.

74.2 Where a Councillor attends a Council meeting conducted by electronic means, the Councillor must be able to:

74.2.1 Hear the proceedings of the Council meeting; and

74.2.2 See all Councillors attending the Council meeting; and

74.2.3 Be seen all the time by Councillors; and

74.2.4 Be heard by all Councillors when they speak; and

74.2.5 Be seen and heard by members of the public either in attendance and/or on the livestream (or recording for Delegated Committee meetings).

74.3 If the conditions of sub-rule 74.2 cannot be met by one or more Councillors attending a Council meeting conducted by electronic means, whether because of technical difficulties or otherwise, but a quorum is still present, the:

74.3.1 Council meeting will continue; and

74.3.2 Councillor (or Councillors) will be treated as being absent from the Council meeting, unless the Council meeting is adjourned in accordance with these Rules.

74.4 Nothing in this Rule prevents a Councillor from joining (or re-joining) a Council meeting conducted by electronic means at the time that they achieve compliance with sub-rule 74.2, even if the Council meeting has already commenced or continued in their absence.

74.5 The Chief Executive Officer must ensure that a Council meeting conducted via electronic means is livestreamed continuously on Council's website (or a recording made available to the public for Delegation Committee meetings).

74.6 Nothing in sub-rule 74.2 requires any portion of a Council meeting conducted via electronic means that is closed to the public under section 66(1) of the Act to be livestreamed on Council's internet site.

74.7 If the livestream of a Council meeting conducted via electronic means is disrupted for any reason, the Chief Executive Officer must immediately inform the Chair of the meeting and the Council meeting will be adjourned for up to 30 minutes. If the

technical issue cannot be resolved within 30 minutes, an unscheduled meeting must be called as soon as practicable following the meeting to deal with the remaining business on the agenda.

75. Requesting and Approval of 'electronic' attendance

- 75.1 Council and Delegated Committee meetings will be conducted face-to-face (in-person) at a set location, unless the Mayor approves an alternative in accordance with the following sub-rules.
- 75.2 A Councillor or member of a Delegated Committee may request to attend a meeting by electronic means of communication (virtually) by submitting a request to the Mayor and Chief Executive Officer, not less than six hours prior to the meeting commencement time.
- 75.3 A request to attend a meeting via electronic means of communication should only be made for a reason of appropriate seriousness or severity, such as (but not limited to) any risk to the health and safety of Councillors, staff or the community or where a level of travel restriction has been imposed by government. Whether a reason is deemed to be of appropriate seriousness or severity will be at the discretion of the Mayor. For the avoidance of doubt, a Councillor's personal preference to participate by electronic means of communication does not constitute sufficient grounds for making a request.
- 75.4 The request must be made in writing and state the reasons the Councillor or member of a Delegated Committee wishes to attend the meeting via electronic means.
- 75.5 The Mayor, in consultation with the Chief Executive Officer, will provide a response to the request not less than four hours prior to the meeting commencement time, and notify all Councillors or members of a Delegated Committee of the decision.
- 75.6 Requests to participate by electronic means of communication must be on a 'per meeting basis'.
- 75.7 It is the responsibility of the Councillor or member attending the meeting via electronic means to ensure they have the required access and environment suitable for participation (including a secure location when deliberations involve confidential information).
- 75.8 The Councillor or member attending via electronic means will be deemed absent from the meeting for any time that they are unable to both be heard and seen by all participants and hear and see all participants.
- 75.9 If the Mayor is absent from a meeting conducted by electronic means of communication due to technical difficulties, the role of Chair will be filled in accordance with section 61(3) of the Act for the period of the Chairperson's absence.
- 75.10 Despite anything in these Rules, the Mayor (in consultation with the Chief Executive Officer and Councillors) may determine that a meeting be conducted wholly by electronic means of communication, with consideration of, but not limited to, the following:
- 75.10.1 Any health or safety risk to Councillors, staff and the community; or
- 75.10.2 A request from an absolute majority of Councillors to hold the meeting wholly by electronic means; or

75.10.3 Any other extraordinary circumstances.

76. Other matters not provided for

Where any of these Rules has not been expressly modified, and requires modification, to operate at a Council meeting conducted via electronic means, the Chair with the cooperation of the meeting, may modify so much of these Rules as is necessary to permit the Council meeting conducted by electronic means to proceed and to facilitate the more efficient and effective transaction of the business.

75-77. Recording Proceedings

75-177.1 The proceedings of open Council meetings will be audio recorded to facilitate the preparation of the minutes of the meeting and to ensure their accuracy.

75-277.2 Where practicable, the proceedings of open Council meetings will be streamed live on Colac Otway Shire Council's website so that interested parties can watch the proceedings in real time. A recording of the live stream will be made available on the Colac Otway Shire's website the day following the meeting.

75-377.3 The Chief Executive Officer has the discretion and authority to delay publication of a recording in instances where comments made by members of the public at the meeting are considered to be objectionable, offensive, defamatory or inappropriate.

75-477.4 The Council is authorised to resolve that audio and live stream recordings of meetings be edited by the deletion of comments from the public which the Council considers to be objectionable, offensive, defamatory or inappropriate.

76-78. Criticism of members of Council staff

76-178.1 The *Chief Executive Officer* may make a brief statement at a *Council meeting* in respect of any statement by a Councillor made at the *Council meeting* criticising him or her or any member of Council staff.

76-278.2 A statement under sub-Rule 76-178.1 must be made by the *Chief Executive Officer*, through the *Chair*, as soon as it practicable after the Councillor who made the statement has resumed his or her seat.

Chapter 3 – Meeting Procedure for Delegated Committees

1. Appointing Chairs of Delegated Committees

The Act provides the Mayor with specific power to appoint a Councillor to be the Chair of a Delegated Committee.

The Council may also resolve to appoint a Councillor to be Chair of a Delegated Committee (however the appointment by the Mayor prevails).

2. Meeting Procedure Generally

If *Council* establishes a *Delegated Committee*:

- 2.1 all of the provisions of Chapter 2 apply to meetings of the *Delegated Committee*; and
- 2.2 any reference in Chapter 2 to:
 - 2.2.1 a *Council meeting* is to be read as a reference to a *Delegated Committee* meeting;
 - 2.2.2 a Councillor is to be read as a reference to a member of the *Delegated Committee*; and
 - 2.2.3 the Mayor is to be read as a reference to the Chair of the *Delegated Committee*.

3. Meeting Procedure Can Be Varied

Notwithstanding Rule 2, if *Council* establishes a *Delegated Committee* that is not composed solely of Councillors:

- 3.1 *Council* may; or
- 3.2 the *Delegated Committee* may, with the approval of *Council*

resolve that any or all of the provisions of Chapter 2 are not to apply to a meeting of the *Delegated Committee*, in which case the provision or those provisions will not apply until *Council* resolves, or the *Delegated Committee* with the approval of *Council* resolves, otherwise.

4. Requests to address a Delegated Committee

Where the Instrument of Delegation specifically permits, a person may request to be heard at a Delegated Committee meeting, comprising all Councillors, in relation to a matter listed on the Agenda.

5. No Public Question Time

There will be no public question public time at Delegated Committee meetings.



Chapter 4 – Meeting Procedure for Community Asset Committees

1. Introduction

In this Chapter, “Instrument of Delegation” means an instrument of delegation made by the *Chief Executive Officer* under section 47(1)(b) of the *Act*.

2. Meeting Procedure

Unless anything in the instrument of delegation provides otherwise, the conduct of a meeting of a *Community Asset Committee* is in the discretion of the *Community Asset Committee*.

Proposed Draft Governance Rules

Chapter 5 – Disclosure of Conflicts of Interest

3. Definition

In this Chapter:

3.1 “meeting conducted under the auspices of *Council*” means a meeting of the kind described in section 131(1) of the Act, and is a meeting of Councillors that is a scheduled or planned meeting for the purpose of discussing the business of Council or briefing Councillors, which is attended by at least one member of Council staff, and is not a Council meeting, Delegated Committee meeting or Community Asset Committee meeting; and

3.2 a member of a *Delegated Committee* includes a Councillor.

4. Disclosure of a Conflict of Interest at a Council Meeting

A Councillor who has a conflict of interest in a matter being considered at a *Council meeting* at which they:

4.1 are present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the *Council meeting* immediately before the matter is considered; or

4.2 intends to be present must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Council meeting* commences a written notice:

4.2.1 advising of the conflict of interest;

4.2.2 explaining the nature of the conflict of interest; and

4.2.3 detailing, if the nature of the conflict of interest involves a Councillor’s relationship with or a gift from another person, the:

(a) name of the other person;

(b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and

(c) nature of that other person’s interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those present that they have a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Council meeting* immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

5. Disclosure of Conflict of Interest at a Delegated Committee Meeting

A member of a *Delegated Committee* who has a conflict of interest in a matter being considered at a *Delegated Committee* meeting at which they:

5.1 are present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the *Delegated Committee* meeting immediately before the matter is considered; or

5.2 intends to present must disclose that conflict of interest by providing to the *Chief Executive Officer* before the Delegated Committee meeting commences a written notice:

5.2.1 advising of the conflict of interest;

5.2.2 explaining the nature of the conflict of interest; and

5.2.3 detailing, if the nature of the conflict of interest involves a member of a *Delegated Committee's* relationship with or a gift from another person the:

(a) name of the other person;

(b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and

5.2.4 nature of that other person's interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those present that they have a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The member of a *Delegated Committee* must, in either event, leave the *Delegated Committee* meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

6. Disclosure of a Conflict of Interest at a Community Asset Committee Meeting

A Councillor who has a conflict of interest in a matter being considered at a *Community Asset Committee* meeting at which they:

6.1 are present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the *Community Asset Committee* meeting immediately before the matter is considered; or

6.2 intends to present must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Community Asset Committee* meeting commences a written notice:

6.2.1 advising of the conflict of interest;

6.2.2 explaining the nature of the conflict of interest; and

6.2.3 detailing, if the nature of the conflict of interest involves a member of a Councillor's relationship with or a gift from another person the:

(a) name of the other person;

(b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and

6.2.4 nature of that other person's interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those present that they have a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Committee Asset Committee* meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

7. Disclosure at a Meeting Conducted Under the Auspices of Council

A Councillor who has a conflict of interest in a matter being considered by a meeting held under the auspices of *Council* at which they are present must:

- 7.1 disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the meeting immediately before the matter is considered;
- 7.2 absent themselves from any discussion of the matter; and
- 7.3 as soon as practicable after the meeting concludes provide to the *Chief Executive Officer* a written notice recording that the disclosure was made and accurately summarising the explanation given to those present at the meeting.

8. Disclosure by Members of Council Staff Preparing Reports for Meetings

- 8.1 A member of Council staff who, in their capacity as a member of Council staff, has a conflict of interest in a matter in respect of which they are preparing or contributing to the preparation of a Report for the consideration of a:

- 8.1.1 *Council meeting*;
- 8.1.2 *Delegated Committee* meeting;
- 8.1.3 *Community Asset Committee* meeting

must, immediately upon becoming aware of the conflict of interest, provide a written notice to the *Chief Executive Officer* disclosing the conflict of interest and explaining the nature of the conflict of interest.

- 8.2 The *Chief Executive Officer* must ensure that the Report referred to in sub-Rule 8.1 records the fact that a member of Council staff disclosed a conflict of interest in the subject-matter of the Report.
- 8.3 If the member of Council staff referred to in sub-Rule 8.1 is the *Chief Executive Officer*:
 - 8.3.1 the written notice referred to in sub-Rule 8.1 must be given to the *Mayor*; and
 - 8.3.2 the obligation imposed by sub-Rule 8.2 may be discharged by any other member of Council staff responsible for the preparation of the Report.

9. Disclosure of Conflict of Interest by Members of Council Staff in the Exercise of Delegated Power

- 9.1 A member of Council staff who has a conflict of interest in a matter requiring a decision to be made by the member of Council staff as delegate must, immediately upon becoming aware of the conflict of interest, provide a written notice to the *Chief Executive Officer* explaining the nature of the conflict of interest.
- 9.2 If the member of Council staff referred to in sub-Rule 9.1 is the *Chief Executive Officer* the written notice must be given to the *Mayor*.



10. Disclosure by a Member of Council Staff in the Exercise of a Statutory Function

- 10.1 A member of Council staff who has a conflict of interest in a matter requiring a statutory function to be performed under an Act by the member of Council staff must, upon becoming aware of the conflict of interest, immediately provide a written notice to the *Chief Executive Officer* explaining the nature of the conflict of interest.
- 10.2 If the member of Council staff referred to in sub-Rule 10.1 is the *Chief Executive Officer* the written notice must be given to the *Mayor*.

11. Retention of Written Notices

The *Chief Executive Officer* must retain all written notices received under this Chapter for a period of three years.

Proposed Draft Governance Rules

Chapter 6 – Miscellaneous

1. Informal Meetings of Councillors

If there is a meeting of Councillors that:

- 1.1 is scheduled or planned for the purpose of discussing the business of *Council* or briefing Councillors;
- 1.2 is attended by at least one member of Council staff; and
- 1.3 is not a *Council meeting*, *Delegated Committee* meeting or *Community Asset Committee* meeting

the *Chief Executive Officer* must ensure that a summary of the matters discussed at the meeting are:

- (a) tabled at the next convenient *Council meeting*; and
- (b) recorded in the minutes of that *Council meeting*.

2. Confidential Information

- 2.1 Where the *Chief Executive Officer* is of the opinion that information relating to a meeting is confidential information within the meaning of the *Act*, they may advise the information is confidential and advise Councillors and/or members of Council staff in writing accordingly. If not advised then the information may still be confidential by virtue of the *Act*.
- 2.2 Information which has been advised by the *Chief Executive Officer* as confidential information within the meaning of the *Act*, and in respect of which advice has been given to Councillors and/or members of Council staff in writing accordingly, will be presumed to be confidential information.
- 2.3 Notwithstanding sub-Clauses 2.1 and 2.2, *Council* may resolve to release confidential information within the meaning of the *Act*, or that which has been advised by the *Chief Executive Officer* as confidential information within the meaning of the *Act*.

Item: 9.6

Local Government Liability and Commercial Crime Insurance Renewal

OFFICER	Marlo Emmitt
GENERAL MANAGER	Anne Howard
DIVISION	Executive
ATTACHMENTS	Nil

1. PURPOSE

To renew Council's insurance policies for Local Government Liability and Commercial Crime for 2022-2023.

2. EXECUTIVE SUMMARY

At its 29 June 2022 meeting, Council resolved to:

- Receive the Request for Proposal Assessment Report from Procurement Australia.
- Award the two-year contract for insurance broking and risk management services to Jardine Lloyd Thompson (JLT).

Although JLT's renewal premiums excluded Council's Crime and Local Government Liability policies, they recommended they be placed with Council's incumbent provider MAV.

Given no premium amount was quoted, and the renewal amount exceeds the Chief Executive Officers financial delegation (\$300,000 including GST), the matter is being brought to Council for decision.

3. RECOMMENDATION

That Council:

1. ***Accepts the offer of renewal for the 2022-23 year for the MAV Insurance's Liability Mutual Insurance (LMI) Scheme for the amount of \$326,410.70 (inclusive of stamp duty and GST).***
2. ***Accepts the offer of renewal for the 2022-23 year for the MAV Commercial Crime Insurance for the amount of \$8,000.15 (inclusive of GST).***

4. KEY INFORMATION

The repeal of section 76A of the *Local Government Act 1989* on 1 May 2020 removed the exemption for Councils to enter into a contract with MAV insurance without public tender, where the contract concerned the provision of Liability Mutual Insurance (LMI) services.

To test the insurance market and comply with council's Procurement Policy following this repeal, Council conducted a tender with Procurement Australia for all insurance policies, including both Local Government Liability and Commercial Crime insurance. Both submitting brokers recommended placement with Council's incumbent carrier, the Municipal Association of Victoria (MAV), for Liability Mutual Insurance (LMI) and Commercial Crime Insurance.

The Liability Mutual Insurance Scheme provides Public Liability, Products Liability and Professional Indemnity insurance cover, as well as the ability to access services including Risk Management Services, In-house Legal Advice and attendance at seminars, forums and workshops.

The contribution to participate in the LMI scheme for 2022-2023 for Colac Otway Shire is \$326,410.70 (inclusive of stamp duty and GST). The premium has increased by 4.99% from 2021-2022. Some of the reasons for increases to the scheme in general include:

- A significant increase in claim numbers and costs (including doubling in the number of property damage claims received).
- Ongoing market hardness
- Adverse changes to the inflation rate.

The Commercial Crime Fund covers local authorities against losses from fraudulent or dishonest acts committed by an employee or third party. Like MAV Insurance's LMI Scheme, the Commercial Crime Fund is a shared service for the local government sector and operates solely for the benefit of its members.

The contribution to participate in the Commercial Crime Fund has increased by 14.2% from 2021-2022. Commercial crime policies have continued to face significant market hardening as part of a significant shift to the broader financial line of insurances.

5. CONSIDERATIONS

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

Priority has been given to achieving the best outcome for the municipal community through this tender by testing the current insurance market and ensuring good corporate governance, cost effectiveness and adequacy of cover and services.

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

Local Government Act 2020 – Section 43

A Council must indemnify and keep indemnified each Councillor, member of a delegated committee and member of a Community Asset Committee against all actions or claims whether arising during or after their term of office in respect of anything necessarily done or reasonably done or omitted to be done in good faith— (a) in the performance of a duty or a function or the exercise of a power under this Act, the regulations or a local law or any other Act; or (b) in the reasonable belief that the act or omission was in the performance of a duty or a function or the exercise of a power under this Act, the regulations or a local law or any other Act.

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)

The tender report was presented to the Council meeting on 29 June 2022.

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)

Council has budgeted for an increase of 15% on last year's premium for 2022-23 for each of its insurance policies.

Service Performance (s106 Local Government Act 2020)

Not applicable.

Risk Assessment

Council needs to renew its Local Government Liability and Commercial Crime Insurance coverage prior to 30 July 2022 to mitigate any financial risks.

Communication/Implementation

Council will renew its insurances with the MAV for Local Government Liability (LMI) and Commercial Crime subject to Council approval.

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 – Accepts the offer of renewal for insurances by MAV**

This option is recommended by officers so that Council is appropriately insured for Local Government Liability and Commercial Crime.

Option 3 – Does not accept the offer of renewal for insurances by MAV

This option is not recommended by officers as this would leave Council without appropriate insurance for Local Government Liability and Commercial Crime. Council requires renewal of its insurance coverage prior to 30 July 2022.

Item: 9.7

Authorisation of Officers under the Planning and Environment Act 1987

OFFICER	Belinda Rocka
GENERAL MANAGER	Lenny Jenner
DIVISION	Corporate Services
ATTACHMENTS	<ol style="list-style-type: none">1. To Be Signed Instrument of Authorisation Authorised Officer Planning an (1) [9.7.1 - 1 page]2. To Be Signed Instrument of Authorisation Authorised Officer Planning an (2) [9.7.2 - 1 page]

1. PURPOSE

The purpose of this report is for Council to appoint Heath Chasemore, General Manager Infrastructure and Operations and Rhassel Mhasho, Manager Healthy Environment as authorised officers under section 147(4) of the *Planning and Environment Act 1987*.

2. EXECUTIVE SUMMARY

The *Planning and Environment Act 1987* (the *Act*) establishes a framework for planning the use, development and protection of land in Victoria in the present and long-term interests of all Victorians. Officers are required to undertake assessments, give advice or investigate various issues in relation to the *Act*. In order to do this, authorisation under the *Act* is required.

3. RECOMMENDATION

That Council:

- 1. Appoints Heath Chasemore as an Authorised Officer pursuant to section 147(4) of the Planning and Environment Act 1987;***
- 2. Appoints Rhassel Mhasho as an Authorised Officer pursuant to section 147(4) of the Planning and Environment Act 1987;***
- 3. Authorises the use of the common seal in accordance with Colac Otway Shire Council's Governance Local Law No 4 – 2020; and***

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

4. KEY INFORMATION

It is required that Council appoint new officers Heath Chasemore, General Manager Infrastructure and Operations and Rhassel Mhasho, Manager Healthy Environment as authorised officers under the Act due to the following:

- The Act regulates enforcement and is reliant on authorised officers acting on behalf of the responsible authority.
- Legal advice recommends authorised officers be appointed by Council using an instrument to address specific authorisation provisions of s.147(4) of the Act versus the broader authorisations of section 224 of the *Local Government Act 1989*.

It is important to note the broader Instrument of Appointment and Authorisation by the Chief Executive Officer pursuant to section 224 of the *Local Government Act 1989* must also be retained as it appoints the officer's position as an authorised officer for the administration and enforcement of other acts.

5. CONSIDERATIONS

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

Council decisions are to be made and actions taken in accordance with relevant legislation.

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

Not applicable.

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

Authorisation is required for officers to investigate and enforce planning and land use issues as outlined in this report to serve to protect the wider environment in line with the requirements of the planning scheme and the Act.

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

The attached Instrument of Appointment and Authorisation comes into force immediately upon execution.

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.

OptionsOption 1 – Appoint the officer as an Authorised Officer

This option is recommended by officers as officers are required to undertake assessments, give advice or investigate various issues in relation to the *Act*. In order to do this, authorisation under the *Act* is required.

Option 2 – Adopt/endorse/note the... with amendments

This option is not recommended by officers as the staff members will be unable to undertake various aspects required of the position.



INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(Planning and Environment Act 1987)

In this Instrument “**officer**” means –

HEATH CHASEMORE

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

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

It is declared that this Instrument –

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

This Instrument is authorised by a resolution of the Colac Otway Shire Council on 27 July 2022.

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

.....
Chief Executive Officer
Anne Howard

Dated:



INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(Planning and Environment Act 1987)

In this Instrument “**officer**” means –

RHASSEL MHASHO

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

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

It is declared that this Instrument –

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

This Instrument is authorised by a resolution of the Colac Otway Shire Council on 27 July 2022.

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

.....
Chief Executive Officer
Anne Howard

Dated:

Item: 9.8

Revocation of Authorised Officer under the Planning and Environment Act 1987

OFFICER	Belinda Rocka
GENERAL MANAGER	Lenny Jenner
DIVISION	Corporate Services
ATTACHMENTS	1. Signed Instrument of Appointment and Authorisation - Nicholas Benyon - Planning & Environment Act [9.8.1 - 1 page]

1. PURPOSE

The purpose of the report is to revoke the Instrument of Appointment and Authorisation for Nicholas Benyon 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* (the *Act*) are required to be signed under resolution of Council. When an employee resigns, Council is required to revoke the Instrument.

3. RECOMMENDATION

That Council revokes the Instrument of Appointment and Authorisation under the Planning and Environment Act 1987 for Nicholas Benyon dated 28 April 2022.

4. KEY INFORMATION

The *Act* 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 Council are required to undertake assessments, give advice or investigate various issues in relation to the *Act*. In order to undertake these assessments authorisation is required under section 147(4) of the *Act*.

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 *Act* 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 *Act* 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, the Instrument of Appointment and Authorisation, noting revocation of the Instrument, will be sent to the Chief Executive Officer for signature.

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/endorse/note the

This option is recommended as the person is no longer employed by Council and therefore should not be an Authorised Officer of Council.

Option 2 – Adopt/endorse/note the... with amendments

This option is not recommended as the Instrument needs only to be revoked to cease its currency.

Option 3 – Do not adopt/endorse/note the ...

This option is not recommended 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 –

NICHOLAS BENYON

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 generally to institute proceedings for offences against the Acts and Regulations prescribed 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 27 April 2022.

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


Anne Howard
Chief Executive Officer



Dated 28/4/2022

9.9

Notice of Motion - Carbon Emissions and Offsets

COUNCILLOR	Cr Graham Costin
ATTACHMENTS	1. COS F Y 2020-21 GHG Emissions Inventory Verification Report - Pangolin - Final - 20220525 [9.9.1 - 47 pages]

Please note that at the 29 June 2022 Council meeting Councillors resolved:

That Council defer this matter for consideration and receives the Pangolin report at the July 2022 Council meeting, after officers have provided a summary paper of the Carbon offset options.

A separate summary paper has been circulated to Councillors. The report below is unchanged for the 27 June Council meeting agenda.

1. NOTICE OF MOTION

That Council:

- 1. Reaffirms its 2021-25 Council Plan commitments to:***
 - a. work towards net zero carbon emissions.***
 - b. set clean energy targets.***
 - c. plan for climate change, and***
 - d. support the community to reduce carbon emissions.***
- 2. Receives the Pangolin Associates Greenhouse Gas Assessment for Colac Otway Shire financial year 2020/21 (dated 25 May 2022) and an offsets purchase report at its 27 July 2022 Council Meeting.***
- 3. Notes Pangolin's assessment that Council's Scope 1 and 2 Greenhouse Gas (GHG) emissions for financial year 2020/21 amount to 1,520 tonnes of CO₂-e.***
- 4. Undertakes to purchase 1,520 tonnes of eligible (i.e. Australian Government Climate Active Carbon Neutral Standard) offset units to achieve net zero GHG emissions for financial year 2020/21.***
- 5. Includes recommendations for future GHG emissions operational boundaries and offsetting in the update of its Environment Strategy.***
- 6. Reaffirms its 28 April 2021 resolution to reduce Council's reliance on annual GHG offset purchases and to identify cost-effective GHG emissions reduction opportunities in the 2022 update of its Environment Strategy.***

2. COUNCILLOR COMMENT

Objective(s)

- Make public the Pangolin Associates Greenhouse Gas Assessment for financial year (FY) 2020/21
- Purchase appropriately certified carbon offsets for FY 2020/21 Scope 1 and 2 GHG emissions
- Investigate GHG emissions operational boundary options and obligations for future years
- Identify options to reduce the costs of energy use and offset purchases in future years

Councillor Comment

Council's 2010-2018 Environment Strategy included a target to become carbon neutral by 2016. The target was later amended to 2020. Council's emissions reductions achievements since 2010 include:

- Bluewater 100kW Solar PV
- Rae Street/COPACC 100kW Solar PV
- Regional Category P Streetlighting Upgrade
- Small Solar PV systems (4 sites = 15.3kW)
- Solar Hot Water Upgrades Savings
- COPACC Lighting Upgrades
- Main Roads Street Lighting Upgrade
- Library Energy Efficiency Upgrades (Lighting and 30 kW Solar PV System)
- Council Facilities Lighting Upgrades
- LGES Energy Efficiency Upgrades (HVAC and BMS Optimisation; Pound Road 30 kW Solar PV)

In April 2021, Council considered itself in a good position to become Victoria's first rural council to achieve net zero emissions and resolved to independently audit its FY 2020/21 emissions. The audit was to verify Council's internal assessment of outstanding emissions and accurately determine the offset purchases required to achieve net carbon neutrality.

A specialist Australian Government Climate Active accredited consultancy, Pangolin Associates, performed the audit. Climate Active is the national accreditation body who administer the National Carbon Offset Standard and Carbon Neutral Program.

Pangolin assessed Council's outstanding Scope 1 (direct control) and 2 (energy purchases) GHG emissions at 1,519.5 of CO₂e for FY 2020/21. Scope 3 (goods and services purchases) emissions were 2,799.3 tonnes. It is reasonable to offset only Scope 1 and 2 emissions in 2020/21, with future year scope boundaries to be based on community expectations and cost considerations.

The National Carbon Offset Standard requires that offsets purchases to achieve carbon neutral certification must meet its eligibility requirements, be retired at the end of the claim period, and be reported transparently in a public disclosure statement. Eligible offset units under the National Standard include Australian Carbon Credit Units (ACCUs), Certified Emissions Reductions (CER's), Removal Units (RMU's), Verified Emissions Reductions (VER's issued by Gold Standard) and Verified Carbon Units (VCU's issued by VERRA).

For organisations seeking carbon neutral accreditation, Greenfleet offer Greenfleet's future tree planting project offsets (ineligible) bundled with National Standard approved carbon credits from completed projects (eligible). Future tree plantings have a delayed and unreliable impact on reducing the amount of GHG in the earth's atmosphere.

To underpin the integrity of a Council carbon neutral claim and to align with municipalities accredited as carbon neutral, Council will need to purchase National Carbon Offset Standard eligible offsets. To reduce the cost of annual offset purchases each year, Council will need to continue its efforts to reduce energy use.

3. OFFICER COMMENT

Council officers have been following previous Council directives that asked that the offsets acquired to reach Council's Carbon Neutral commitment to meet the following criteria:

- Revegetation/reforestation offsets that provide multiple environmental benefits (e.g. habitat restoration, contribution to the economy by creating employment, etc.); and
- Offsets to be local, regional, Victorian or Australian offsets.

These criteria cannot be met within Council's budget allocation for the 2020-21 offsets required to meet Carbon Neutral requirements for Scope 1 and 2 emissions.

However, Council officers can acquire/purchase eligible offset units under the Climate Active Carbon Neutral Standard that are generated by overseas revegetation/reforestation projects within the allocated budget. It is also possible to purchase Australian revegetation based offsets bundled/stapled with Climate Active certified international offsets, however this would require an additional \$14,500 to purchase the required offsets for Scope 1 and 2 emissions for the 202-21 financial year to reach Carbon Neutral status.

Council officers intend to expand Council's emissions boundary in future years and the increased amount for offset purchases in Council's 2022-23 budget reflects this.

At this point in time Council has not as yet set any clean energy targets and it is the officer's opinion that this should be addressed following the adoption of the Environment Strategy.

It is important to note that Council has not funded Climate Active certification/accreditation for its Carbon Neutral claim which is an additional cost of approximately \$15,000 annually and would require an additional 4-6months to achieve for the 2020-21 financial year.



for **Colac Otway Shire Council**
FY 2020/21

Authored by

Nicole Butler^



Reviewed by

Chris Wilson *^



Approved by

Felipe Avancine^



Document Number: v5

Date: 25 May 22

This assessment report has been prepared for Colac Otway Shire Council.

Address

Colac Otway Shire Council
2-6 Rae Street
Colac VIC 3250
Australia

* Registered Greenhouse and Energy Auditor

^ Climate Active Registered Consultant

DISCLAIMER:

In conducting our advisory services, Pangolin Associates ("PA") complies with what it believes is currently the best practice standards - The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) and Corporate Value Chain (Scope 3) Standard, Australian/New Zealand Standard Energy Audits AS/NZS 3598, ISO 14064-1:2018, ISO 14064-3:2019, ASAE 3000 "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" and with relevant Guidelines provided by the Australian Commonwealth Government. Our services draw on information provided by the client and other sources. PA has relied on this information in making the following assessment. PA provides the services within the context of an evolving regulatory regime. While PA will use best reasonable endeavours to correctly interpret the content and meaning of relevant requirements, PA cannot warrant or guarantee that the services will always be compliant with the Guidelines. The Guidelines may over time be

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Pangolin Associates Pty Ltd (Pangolin Associates) were commissioned to conduct a comprehensive assessment of the greenhouse gas (GHG) emissions accountable to the operations of Colac Otway Shire Council ('COSC') for the financial year (FY) 2020/21.

Based on best available data, the estimated net total carbon emissions for COSC was 4,318.8 tonnes of carbon dioxide equivalents (tCO₂-e).

This total includes contributions from the following sources:

- Energy from direct council operations, including consideration of GreenPower purchases.
- Purchased goods and services for council operations (council offices and activities etc.)
- Purchased goods and service for community operations (swimming pools, public facilities, maintenance of roads and infrastructure etc.)

A GHG assessment separates emissions into three scope levels: scope 1, scope 2, and scope 3; and all are covered in the present assessment. The separation of scopes ensures that no double accounting occurs.

Further details are provided in Pangolin Associates' Methodology & References and only a brief summary is included within this document.

- Scope 1 emissions are those over which a company has direct control via ownership of activities.
- Scope 2 is purchased electricity, heat or steam.
- Scope 3 indirect emissions from activities or services purchased from other third-party companies and include indirect emissions associated with scope 1 and 2 sources.

Scope 1 and scope 2 emissions are mandatory under regulations covered by reporting schemes such as the NGER Act. Typically, these are the emissions covered when organisations calculate a carbon footprint and develop plans to minimise their GHG impact.

A holistic GHG assessment, however, will also account for scope 3 sources. This includes upstream emissions embodied in the supply chain for purchased goods, materials and equipment, the extraction, production and transport associated with the use of fuel, employee commuting and working from home. Scope 3 emission sources also account for downstream impacts such as the processing, transportation, distribution and end use of sold products, and the utility consumption in leased assets.

By taking this approach, on-site, first and second-order process data on environmental impacts are collected for the product or service system under review, while higher-order requirements (i.e. scope 3 emissions) are typically covered by input-output analysis.³

In assessing emissions sources that should be included within COSC's operational boundary, Pangolin apply the Relevance Test as set out in Climate Active's (The Australian Government's voluntary GHG reporting program) Technical Guidance and the GHG Protocol. In principle, where a scope 3 emission source passes the relevance test then it should be included in an organisation's inventory after considering the following considerations:

1. The emissions from a particular source are likely to be large relative to the organisation's electricity, stationary energy, and fuel emissions
2. The emissions from a particular source contribute to the organisation's greenhouse gas risk exposure
3. The emissions from a particular source are deemed relevant by key stakeholders
4. The responsible organisation could influence emissions reduction from a particular source
5. The emissions are from outsourced activities previously undertaken within the organisation's boundary, or from outsourced activities typically undertaken within the boundary for comparable organisations.

If an emission source satisfies at least two of the above criteria, then it is considered "relevant" and should be included within the emissions inventory. The test can also be used to justify exclusions from the boundary.

The publicly disclosed Climate Active submissions from other councils have also been used as reference point for defining the emissions sources that stakeholders will consider relevant. This includes a mix of city and metropolitan councils such as:

- Brisbane City Council
- City of Adelaide
- Mornington Peninsula Shire Council
- City of Moonee Valley
- Woollahra Council
- City of Yarra
- City of Darabin

Due to limitations of data availability and this being the first full assessment year, some assumptions have been made to calculate activity data for relevant sources. The methodology for these have been documented below with a view for a data management plan to be implemented that will improve the calculation methods in subsequent years.

³ Using the multi-region input-output models within the Industrial Ecology Virtual Laboratory (IELab) <https://ielab.info>

Greenhouse Gas Emissions Assessment for Colac Otway Shire Council

COSC's assessment results are summarised below.

A comparison of the individual sector contributions to total GHG emissions revealed that 'Equipment' was the largest contributor, at 835.6 tCO₂-e (19.3% of GHG Protocol emissions). The principal activity contributing to GHG emissions in this sector was 'Plant, Machinery & Equipment', from a total of 202.3 tCO₂-e (4.7% of GHG Protocol emissions).

Table I: Primary statement of GHG emissions for COSC^{1,2}

Summary of GHG emissions for the FY 2020/21 ^{1,2}		
Operational Boundary	Associated Inventory/Service	(tCO ₂ -e/yr)
Scope 1	Direct emissions from: Natural Gas, Transport Fuels, Stationary Fuels	1,519.5
Scope 2	Indirect emissions from: Purchased Electricity	0
Scope 3	Indirect emissions associated with scope 1 and 2 sources and activities throughout the value chain from: Equipment, Materials, Employee Commute, Working from Home, Flights, Third Party Services, Off-site Waste Disposal, Subcontractor Fuel, Transmission & Distribution losses, Fuel Extraction, Production & Distribution losses, Other Utilities	2,799.3
Scope 1, 2 & 3 (Full Scope)		4,318.8

¹ Includes numerical rounding to one decimal point. Table columns and figure percentages may not sum due to rounding.

² Scope 1 & 2 emissions are tabulated according to best practice for the relevant reporting period.

COSC’s emissions inventory can be summarized into four main categories:

- **Category 1:** Scope 1 and 2 emissions (energy consumed and controlled by COSC assets)
- **Category 2:** Category 1 plus scope 3 emissions associated with the delivery of scope 1 and 2 related energy use (Associated Scope 3)
- **Category 3:** Categories 1 and 2 plus Operational scope 3 emissions – this includes indirect emission sources that result from COSC operations such as business travel, office waste, employee commuting and working from home
- **Category 4:** All of the above plus Supply Chain scope 3 emissions – this includes the indirect emissions from the upstream goods and services purchased by COSC such as water, telecommunications, cement, asphalt, professional services and contractors.

The following figure presents a summary of the emissions liability for COSC when considered against the inclusion of each of these categories.

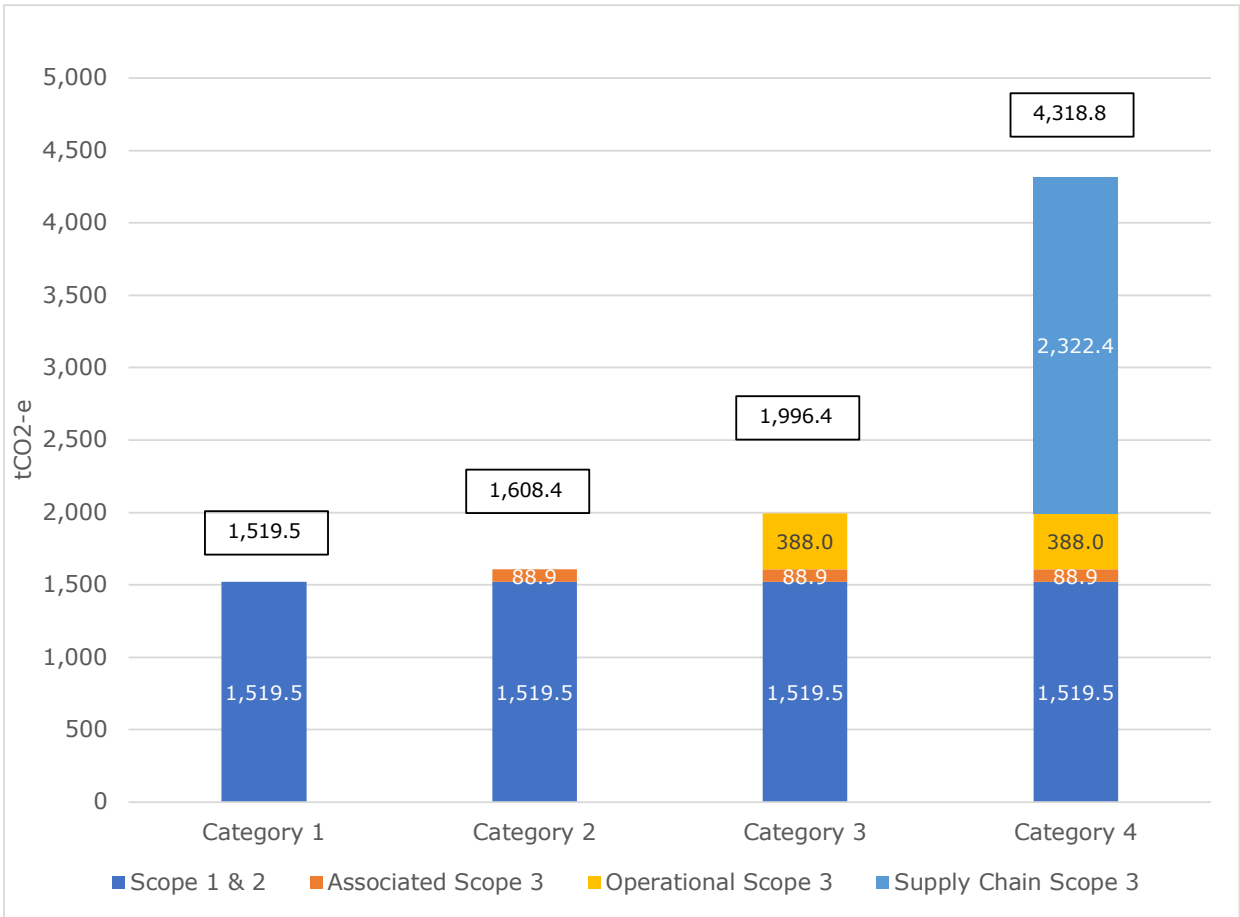


Figure I COSC GHG Emissions boundary options



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1.1 Carbon Dioxide Equivalence

Within this assessment, greenhouse gases (GHGs) are measured in carbon dioxide equivalent (CO₂-e) and include the greenhouse gases covered by the Kyoto Protocol – carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), perfluorocarbons (PFCs), hydrofluorocarbons (HFCs), sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃) which are then multiplied by their relative Global Warming Potential (GWP).⁴ The GWP is an index used to convert the Kyoto Protocol non-carbon dioxide gases to a carbon dioxide equivalent.

1.2 What Standards Apply?

The Guidelines used for GHG assessments are in accordance with The GHG Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) and Corporate Value Chain (Scope 3) Standard⁵ published by the World Resource Institute (WRI) and World Business Council for Sustainable Development (WBCSD) and with International Standards Organisation ISO 14064-1:2018 Greenhouse gases - Part 1: Specification with guidance at the organisation level for quantification and reporting of greenhouse gas emissions and removals.

1.3 How is the Assessment Defined?

In order to conduct a GHG assessment, both the organisational and operational boundaries must be set. The GHG Protocol is the universally recognised standard in setting these boundaries. This gives organisations consistency when accounting for and setting the scope of their emission sources.

For setting organisational boundaries, two distinct approaches can be used to consolidate GHG emissions; the equity share and the control approaches:

- **Equity Approach:** an organisation accounts for GHG emissions from operations according to its share of equity in the operation.
- **Control Approach:** an organisation accounts for 100 percent of the GHG emissions from operations over which it has control. It does not account for GHG emissions from operations in which it owns an interest but has no control. Control can be defined in either financial or operational terms.

An organisation has financial control over the operation if the former has the ability to direct the financial and operating policies of the latter with a view to gaining economic benefits from its activities.

³ IPCC (2006). 2006 IPCC Guidelines for National Greenhouse Gas Inventories, Prepared by the National Greenhouse Gas Inventories Programme, Eggleston, H.S., Buendia, L., Miwa, K., Nagara, T. and Tanabe, K. (eds). Published: IGES, Japan. Updated May 2019: <https://www.ipcc.ch/report/2019-refinement-to-the-2006-ipcc-guidelines-for-national-greenhouse-gas-inventories/>

⁵ <http://ghgprotocol.org/standards>

A company has operational control over an operation if the former or one of its subsidiaries has the full authority to introduce and implement its operating policies at the operation.

Setting the operational boundaries involves identifying emissions associated with its operations, categorising them as direct and indirect emissions, and choosing the scope of accounting and reporting for indirect emissions.

A GHG assessment separates emissions into three scope levels: scope 1, scope 2, and scope 3; and all are covered in the present assessment. The separation of scopes ensures that no double accounting occurs.

Further details are provided in Pangolin Associates' Methodology & References and only a brief summary is included within this document.

- Scope 1 emissions are those over which a company has direct control via ownership of activities.
- Scope 2 is purchased electricity, heat or steam.
- Scope 3 indirect emissions from activities or services purchased from other third-party companies and include indirect emissions associated with scope 1 and 2 sources.

Scope 1 and scope 2 emissions are mandatory under regulations covered by reporting schemes such as the NGER Act. Typically, these are the emissions covered when organisations calculate a carbon footprint and develop plans to minimise their GHG impact.

A holistic GHG assessment, however, will also account for scope 3 sources. This includes upstream emissions embodied in the supply chain for purchased goods, materials and equipment, the extraction, production and transport associated with the use of fuel, employee commuting and working from home. Scope 3 emission sources also account for downstream impacts such as the processing, transportation, distribution and end use of sold products, and the utility consumption in leased assets.

By taking this approach, on-site, first and second-order process data on environmental impacts are collected for the product or service system under review, while higher-order requirements (i.e. scope 3 emissions) are typically covered by input-output analysis.⁶

Unless otherwise stated, the calculation methodologies and emission factors used in this assessment are derived from the National Greenhouse Accounts (NGA) Factors⁷ in accordance with "Method 1" from the National Greenhouse and Energy Reporting (Measurement) Determination 2008⁸ for the relevant reporting period.

The National Greenhouse and Energy Reporting (Measurement) Determination 2008 describes four methods that can be used to estimate GHG emissions however for the purposes of this report, "Method 1" applies in all cases as it is directly related to the NGA Factors.

⁶ Using the multi-region input-output models within the Industrial Ecology Virtual Laboratory (IElab) <https://ielab.info>

⁷ <https://www.industry.gov.au/data-and-publications/national-greenhouse-accounts-factors>

⁸ <http://www.cleanenergyregulator.gov.au/NGER/Legislation/Measurement-Determination>

The purpose of this assessment was to identify the types and amounts of GHG emissions attributable to COSC's operations. The assessment may permit COSC to:

- partially or fully offset the effect of its emissions through the purchase of certified carbon credits
- establish operational GHG benchmarks
- identify business risks in dealing with climate change
- identify potential compliance/reporting obligations.

The assessment itself does not reduce or offset COSC's GHG emissions.

The assessment identified the key areas of COSC's operations that were responsible for significant contributions to its total GHG emissions. This assessment report solely reflects GHG emissions related to COSC's activities in the period of review and does not indicate future emissions levels.

A summary of the key reporting policies is set out in Table 1.1

Table 1.1 A summary of GHG reporting policies for COSC

	Item	Note
1	Greenhouse gases	All GHG emissions figures are reported in tonnes of carbon dioxide equivalents (tCO ₂ -e)
2	Organisational boundary	Direct GHG emissions and indirect GHG emissions have been reported using the Operational Control Approach as defined by the GHG Protocol. 100% of emissions for entities within the organisational boundary have been reported.
3	Operational boundary	All scope 1 (direct GHG emissions) and scope 2 (indirect GHG emissions) have been reported for operations within the organisational boundary. The list of scope 3 emissions included within the organisational boundary are defined in Table 2.2
4	Geographical scope	Only GHG emissions that fall within the Australian operations of the organisational and operational boundaries have been reported.
5	Conversion factors	The GHG emissions associated with the activities noted in Table 2.1 have been determined on the basis of direct measurement, purchase invoices or estimations multiplied by relevant carbon conversion factors using Method 1 of the NGER Determination, unless otherwise stated.
6	Baseline GHG Emissions	Where applicable, the GHG baseline applies to operational boundary emissions as set out in Table 2.1 and has been prepared in accordance with the GHG reporting policies stated in this report. The baseline is adjusted when new sources of scope 3 emissions are reported. The baseline is adjusted to reflect acquisitions and divestments that result in a change to the baseline of more than 5% and for any significant changes in reporting policy.
7	Prior year restatements	Where information is available, prior year figures have been restated to comply with the reporting policies set for the current year. Where information is not available, estimates are made. The estimates and basis for the estimates are provided in the report. Where significant adjustments have been made a note detailing the adjustments is provided.
8	Materiality	Emissions from sources that contribute, in aggregate, less than 1% to overall GHG emissions can be excluded. Basis for exclusion is similar to conducting streamline life cycle analysis. Note: the materiality threshold for NGER is different.
9	Crediting criteria	All directly attributable offset measures (e.g. GreenPower, GreenGas, Flight offsets) are automatically accounted against the respective operational boundary. Any additional voluntary carbon credits are applied on a corporate total basis in a cascade hierarchy of: scope 1 > scope 2 > scope 3 GHG emissions. This ensures that all direct emissions are treated first, followed by indirect emissions within the organisational boundary. Landfill waste is treated last of any scope 3 emissions, when applicable.

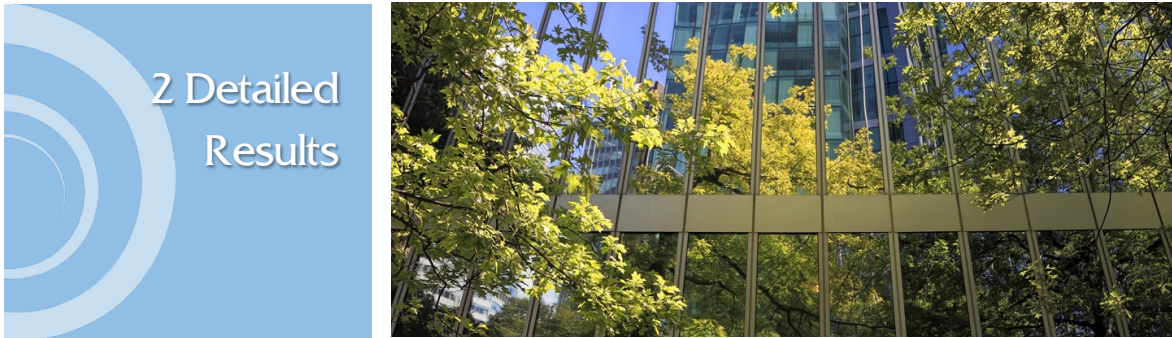
1.4 Further Details

If an organisation wishes to certify specific products or services as carbon neutral, a comprehensive GHG Life Cycle Analysis (LCA) should be conducted and the measured emissions fully offset by verified and retired carbon credits.

Under the present limitations to the scope boundary of this assessment, the results should not be misconstrued to represent a comprehensive LCA of COSC's product(s) or service(s). Any statement of claims around carbon management contrary to the limitations presented in this report needs to be assessed against the Trade Practices Act (TPA) 1974.

The marketing of claims about the environmental benefits of products and services, resulting in misleading and deceptive conduct to consumers, may lead to court action for breaches of the TPA.

Pangolin Associates' welcomes and supports any investigation by the Australian Competition and Consumer Commission (ACCC) into deceptive marketing claims as part of our commitment to providing transparency and the highest possible level of service to our customers.



2.1 Organisational Boundary

The GHG assessment for COSC included the services and facilities shown in the following diagram:

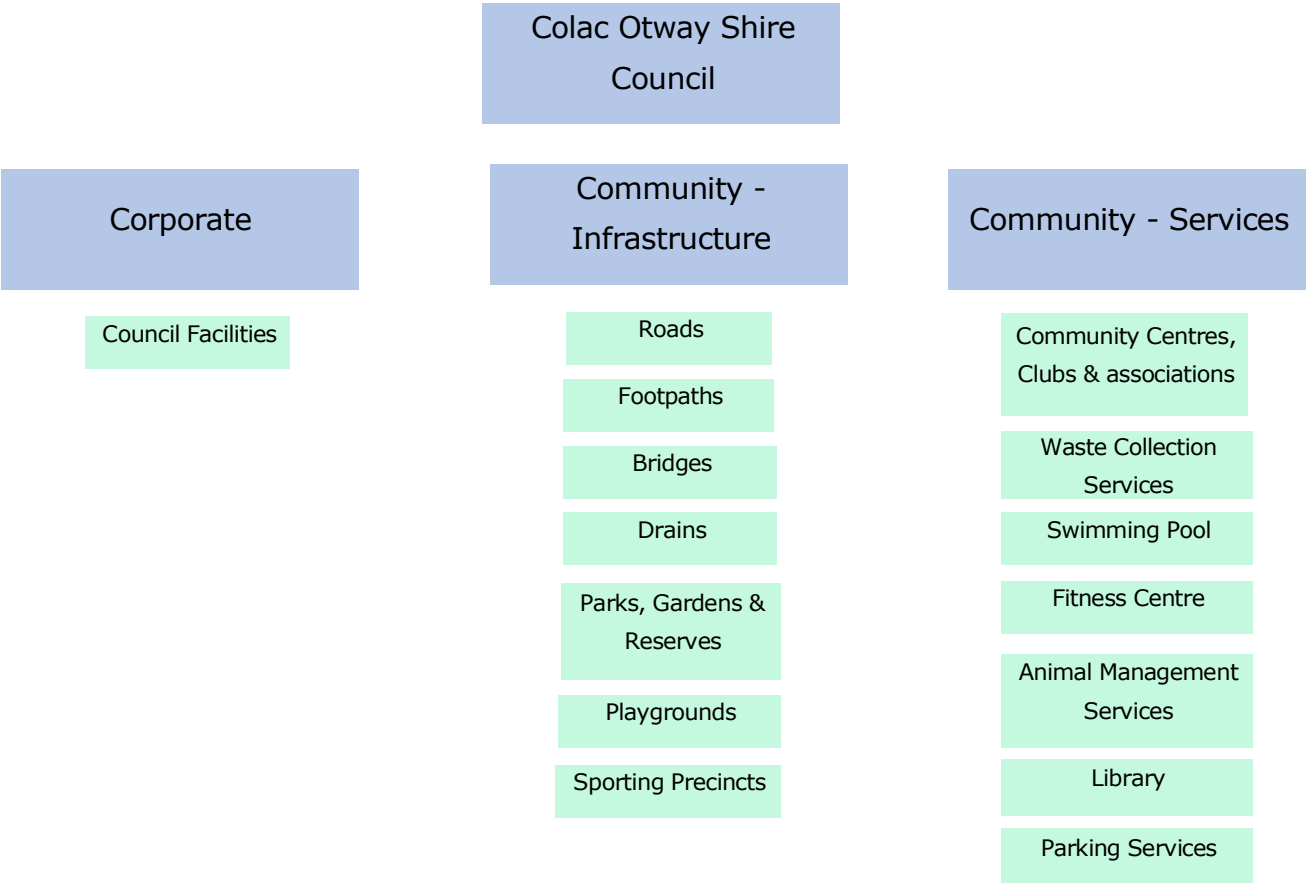


Figure 2.1: Organisational Boundary for COSC

Pangolin Associates concluded that COSC produced a total of 4,318.8 tCO₂-e for FY 2020/21.

2.2 Operational Boundary

Pangolin follow a Climate-Active aligned approach to defining the emissions boundary, which applies the following relevance criteria. Where an emissions source meets more than one of these criteria it is deemed relevant:

- the emissions from a particular source are likely to be large relative to the organisation's electricity, stationary energy and fuel emissions
- the emissions from a particular source contribute to the organisation's greenhouse gas risk exposure
- the emissions from a particular source are deemed relevant by key stakeholders
- the responsible organisation could influence emissions reduction from a particular source
- the emissions are from outsourced activities previously undertaken within the organisation's boundary, or from outsourced activities typically undertaken within the boundary for comparable organisations.

The publicly disclosed Climate Active submissions from other councils have also been used as reference point for defining the emissions sources that stakeholders will consider relevant. This includes a mix of city and metropolitan councils such as:

- Brisbane City Council
- City of Adelaide
- Mornington Peninsula Shire Council
- City of Moonee Valley
- Woollahra Council
- City of Yarra
- City of Darabin

Due to limitations of data availability and this being the first full assessment year, some assumptions have been made to calculate activity data for relevant sources. The methodology for these have been documented below with a view for a data management plan to be implemented that will improve the calculation methods in subsequent years. A summary of the data types where activity data assumptions have been made for FY21 is also provided in Appendix C.

The following table summarizes the emissions sources excluded from the boundary for COSC's FY21 assessment. All included sources are shown in table 2.2.

Table 2.1: Summary of excluded emissions sources

Emission Source	Rationale
Upstream leased assets – base building utilities	Immaterial
Downstream leased assets (where council does not pay utilities)	Immaterial
Upstream & downstream transportation and distribution (freight)	Not Applicable
Business Travel – taxis & rideshare	Immaterial
Refrigerant	Immaterial
Residential waste in landfill	Outside of control
Other community emissions	Outside of control
Investments	Outside of control

2.3 Summary of Emissions

Utilising industry standard methodology to calculate the carbon footprint, Pangolin Associates concluded that COSC produced a total of 4,318.8 tCO₂-e.

This is presented in Table 2.2 and Figure 2.2, which displays all the sectors reviewed in this assessment boundary.

Greenhouse Gas Emissions Assessment for Colac Otway Shire Council

Table 2.2: Summary of CO₂-e emissions for COSC

GHG Protocol Category	Source	Item/Service	Greenhouse Impact (tCO ₂ -e/yr)	Percent of Total (excl. credits) (%)
Scope 1				
Scope 1	Utilities	Natural Gas	411.4	9.5%
Scope 1	Transport Fuels	Post 2004 Gasoline	46.6	1.1%
Scope 1	Transport Fuels	Post 2004 Diesel oil	336.7	7.8%
Scope 1	Stationary Fuels	Gasoline	18.7	0.4%
Scope 1	Stationary Fuels	Diesel oil	699.2	16.2%
Scope 1	Stationary Fuels	LPG	7.0	0.2%
Scope 1 Total			1,519.5	35.2%
Scope 2				
Scope 2	Utilities	Electricity	0.0	0.0%
Scope 2 Total			0.0	0.0%
Scope 1&2 Associated Scope 3				
Scope 3	Utilities	Natural Gas	31.9	0.7%
Scope 3	Transport Fuels	Post 2004 Gasoline	2.5	0.1%
Scope 3	Transport Fuels	Post 2004 Diesel oil	17.2	0.4%
Scope 3	Stationary Fuels	Gasoline	1.0	0.0%
Scope 3	Stationary Fuels	Diesel oil	35.9	0.8%
Scope 3	Stationary Fuels	LPG	0.4	0.0%
Scope 3	Utilities	Electricity	0.0	0.0%
Scope 1&2 Associated Scope 3 Total			88.9	2.1%
Operational Scope 3				
Scope 3 (Cat 6: Business Travel)	Flights	Business Flights	0.6	0.0%

Greenhouse Gas Emissions Assessment for Colac Otway Shire Council

Scope 3 (Cat 6: Business Travel)	Third Party Services	Domestic Hotel Accommodation	0.7	0.0%
Scope 3 (Cat 7: Employee Commuting)	Employees	Employee Commute	261.6	6.1%
Scope 3 (Cat 7: Employee Commuting)	Employees	Working From Home	97.3	2.3%
Scope 3 (Cat 5: Waste generated in operations)	Waste	Landfill	27.6	0.6%
Scope 3 (Cat 5: Waste generated in operations)	Waste	Recycling	0.0	0.0%
Operational Scope 3 Total			388.0	9.0%
Supply Chain Scope 3				
Scope 3 (Cat 1 Purchased Goods & Services)	Utilities	Telecommunications	53.8	1.2%
Scope 3 (Cat 1 Purchased Goods & Services)	Utilities	Water	256.0	5.9%
Scope 3 (Cat 1 Purchased Goods & Services)	Equipment	IT Equipment	53.2	1.2%
Scope 3 (Cat 1 Purchased Goods & Services)	Equipment	Paper	9.2	0.2%
Scope 3 (Cat 1 Purchased Goods & Services)	Equipment	Printing and Stationery	71.5	1.7%
Scope 3 (Cat 1 Purchased Goods & Services)	Equipment	Fixtures, Fittings & Furniture	24.3	0.6%
Scope 3 (Cat 1 Purchased Goods & Services)	Equipment	Asphalt (aggregate)	58.9	1.4%
Scope 3 (Cat 1 Purchased Goods & Services)	Equipment	Bitumen	198.3	4.6%
Scope 3 (Cat 1 Purchased Goods & Services)	Equipment	Concrete	41.2	1.0%
Scope 3 (Cat 1 Purchased Goods & Services)	Equipment	Chlorine	11.3	0.3%
Scope 3 (Cat 1 Purchased Goods & Services)	Equipment	Fertilizer	33.0	0.8%
Scope 3 (Cat 1 Purchased Goods & Services)	Third Party Services	Cleaning Services	84.2	2.0%
Scope 3 (Cat 1 Purchased Goods & Services)	Third Party Services	Food & Catering	7.3	0.2%
Scope 3 (Cat 1 Purchased Goods & Services)	Third Party Services	Postage and Couriers	16.4	0.4%
Scope 3 (Cat 1 Purchased Goods & Services)	Third Party Services	Software & IT Services	125.6	2.9%
Scope 3 (Cat 1 Purchased Goods & Services)	Third Party Services	Professional Services - Legal Services	11.5	0.3%
Scope 3 (Cat 1 Purchased Goods & Services)	Third Party Services	Insurance	12.6	0.3%
Scope 3 (Cat 1 Purchased Goods & Services)	Third Party Services	Advertising	12.7	0.3%
Scope 3 (Cat 1 Purchased Goods & Services)	Third Party Services	Education & Training Fees	15.0	0.3%

Greenhouse Gas Emissions Assessment for Colac Otway Shire Council

Scope 3 (Cat 1 Purchased Goods & Services)	Third Party Services	Professional Services - Engineering	200.4	4.6%
Scope 3 (Cat 1 Purchased Goods & Services)	Third Party Services	Professional Services - Other	126.9	2.9%
Scope 3 (Cat 1 Purchased Goods & Services)	Third Party Services	Subscriptions & Memberships	171.8	4.0%
Scope 3 (Cat 1 Purchased Goods & Services)	Uplifts	Subcontractor Fuel (including garbage collection)	392.6	9.1%
Scope 3 (Cat 2 Capital Goods)	Equipment	Plant, Machinery & Equipment	202.3	4.7%
Scope 3 (Cat 2 Capital Goods)	Equipment	Buildings	132.5	3.1%
Supply Chain Scope 3 Total			2,322.4	53.8%
Total tCO₂-e			4,318.8	100%

COSC’s emissions inventory can be summarized into four main categories:

- **Category 1:** Scope 1 and 2 emissions (energy consumed and controlled by COSC assets)
- **Category 2:** Category 1 plus Scope 3 emissions associated with the delivery of scope 1 and 2 related energy use (Associated Scope 3)
- **Category 3:** Categories 1 and 2 plus Operational scope 3 emissions – this includes indirect emission sources that result from COSC operations such as business travel, office waste, employee commuting and working from home
- **Category 4:** All of the above plus Supply Chain scope 3 emissions – this includes the indirect emissions from the upstream goods and services purchased by COSC such as water, telecommunications, cement, asphalt, professional services and contractors.

The following figure presents a summary of the emissions liability for COSC when considered against the inclusion of each of these categories.

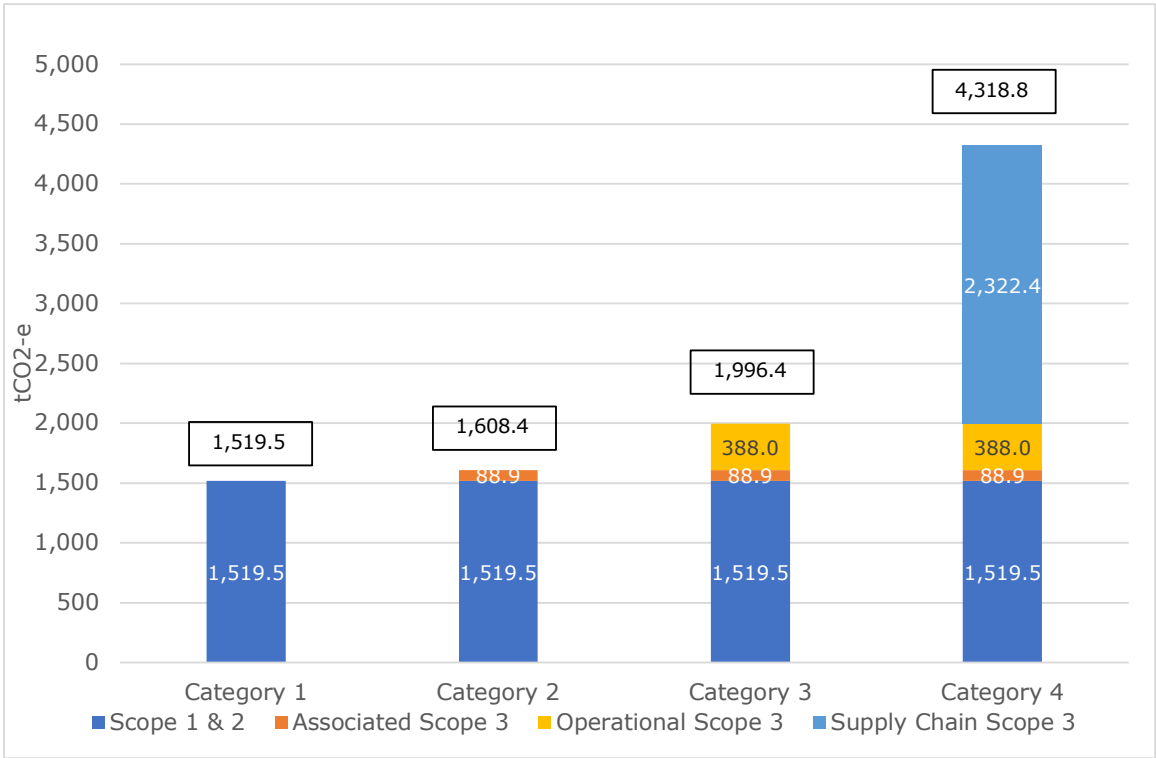


Figure 2.2: COSC GHG Emissions boundary options

A comparison of the individual sector contributions to gross GHG emissions revealed that 'Equipment' was the largest contributor, at 4,318.8 tCO₂-e (19.3% of gross GHG Protocol emissions). The principal activity contributing to GHG emissions in this sector was 'Plant, Machinery & Equipment', from a total of 202.3 tCO₂-e (4.7% of GHG Protocol emissions).

Figure 2.3 displays a waterfall graph of COSC’s GHG emissions and the percentage contribution by activity sector.

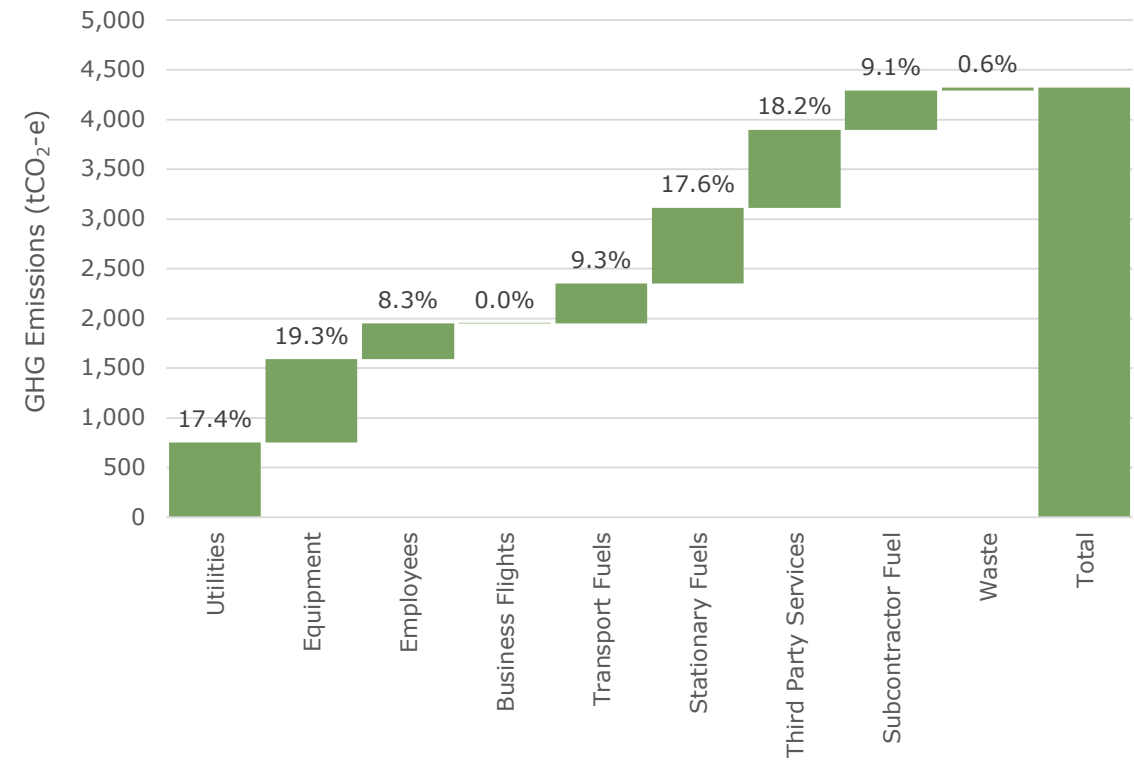


Figure 2.3: Summary of GHG emissions for COSC by activity sector

Figure 2.4 shows a breakdown of full scope GHG emissions and the net percentage contribution by operational boundary (scope type).

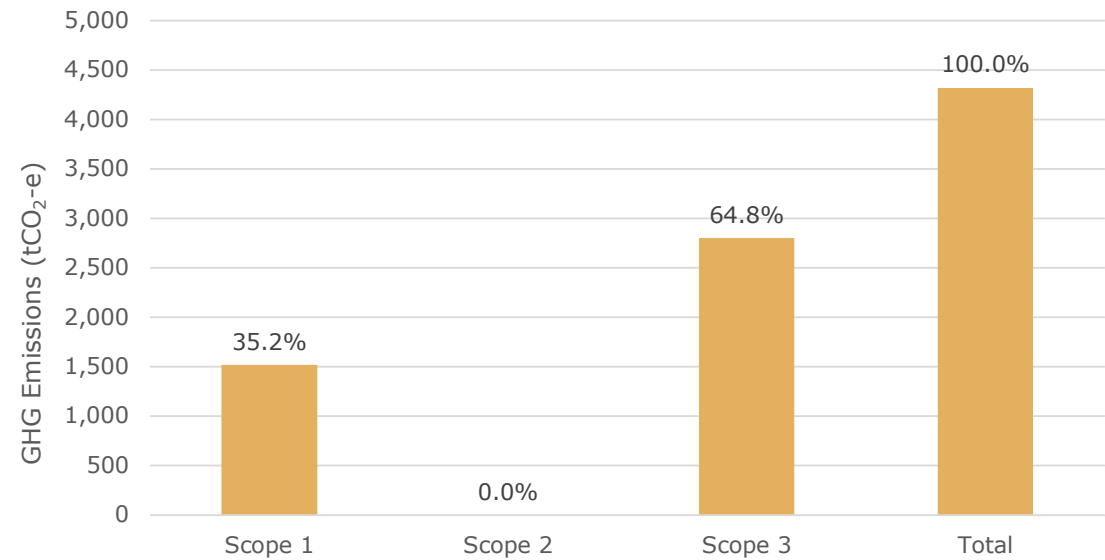


Figure 2.4: Summary of GHG emissions by operational boundary for COSC

Greenhouse Gas Emissions Assessment for Colac Otway Shire Council

Figure 2.5 and Table 2.3 show a breakdown of GHG emissions by activity sector for COSC.

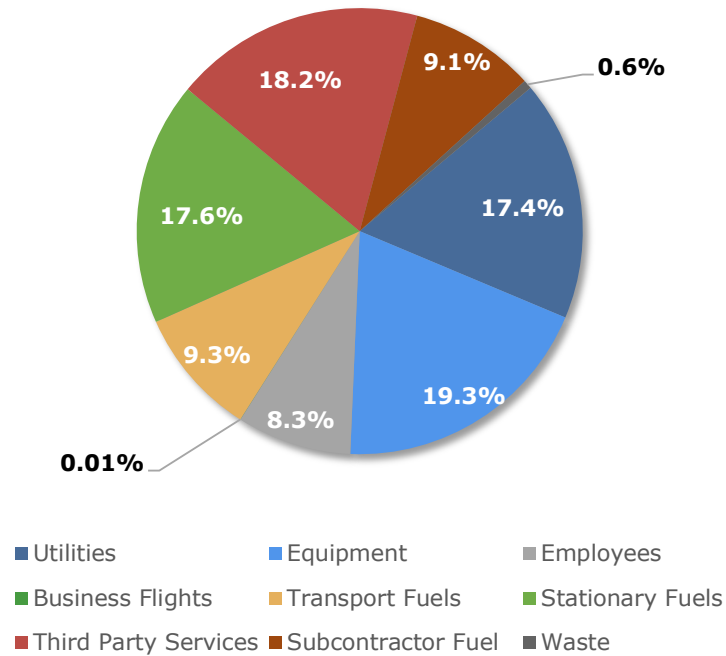


Figure 2.5: Summary of GHG emissions by activity sector for COSC

Table 2.3: A summary of CO₂-e emissions for COSC by activity sector

	Total	(%)
Utilities	753.1	17.4%
Equipment	835.6	19.3%
Employees	359.0	8.3%
Flights	0.6	0.0%
Transport Fuels-Company	402.9	9.3%
Stationary Fuels	762.1	17.6%
Third Party Services	785.1	18.2%
Subcontractor Fuel	392.6	9.1%
Waste	27.6	0.6%
TOTAL	4,318.8	100%

**Some figures may not sum due to rounding*

Figure 2.6 shows a summary of scope 3 emissions by GHG Protocol category. The GHG Protocol provides guidance for standardizing the measurement and disclosure of GHG emissions across upstream and downstream activities to ensure coverage of all material emissions impacts from a business. It thereby enables more meaningful comparisons when assessing the coverage of reported Scope 3 emissions across industry sectors and company disclosures when reported publicly in this manner.

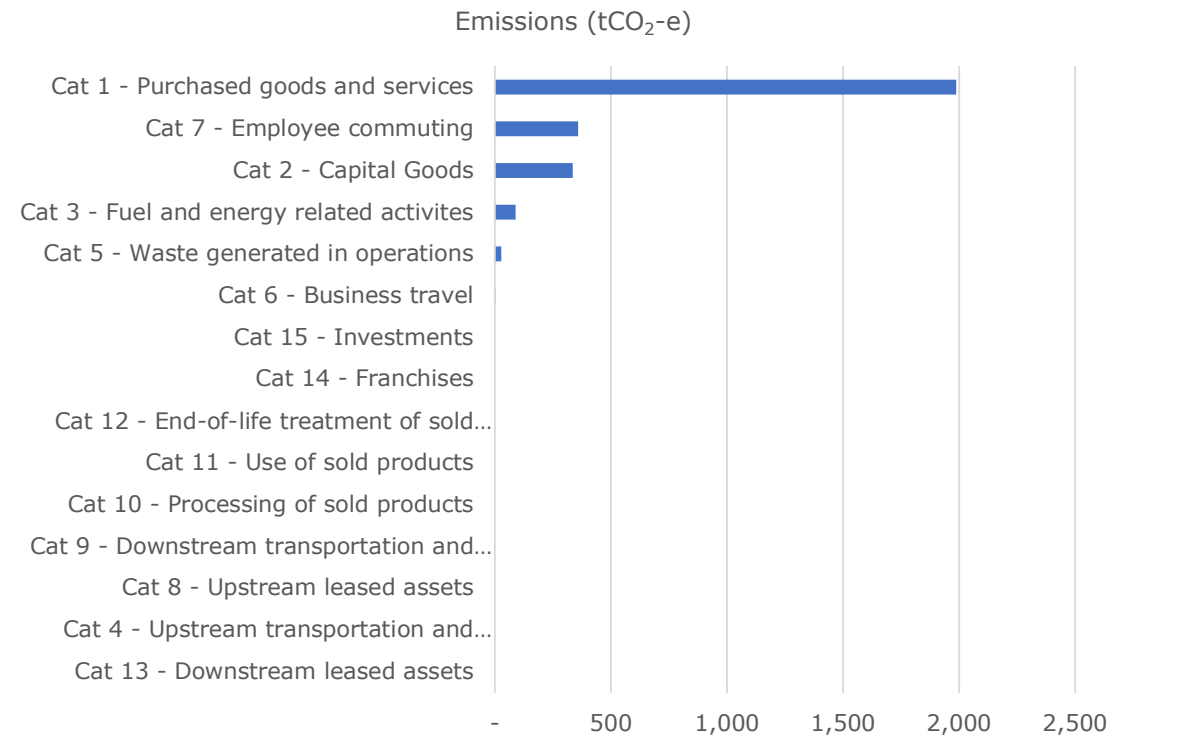


Figure 2.6: A summary of scope 3 GHG emissions by GHG Protocol category

2.4 Assessment Assumptions

The following assumptions were made in this assessment regarding boundary, calculations and data collection:

- Expenditure based activities were calculated using the input/output method and may be an overestimation of actual emissions from third-party services and equipment usage. As a top-down approach, these emission factors are inherently less accurate than a process based co-efficient, however do provide for a conservative and more accessible methodology
- **Electricity** - Assumed to be 100% renewable. Any supplies not transferred across to renewable retailer in FY21 are assumed to be small and immaterial.
- **Utilities** - Totals have been taken from Azility reported data for the FY21 period as at September 21. It is assumed that all electricity recorded is under the operational control of COSC. No adjustments have been made where COSC may pay for energy at a property in the first instance for which they do not have operational control and may/may not recover these charges from the tenant (downstream energy). It is also assumed that there are no other instances of base building electricity use where COSC are a tenant within a larger building that has a base building supply for common areas paid for by another party.
- **Fuel** - The following assumptions were made by COSC (Fleet Manager provided to Sustainability Officer) on the proportions of fuel from company cards that were used for plant, business and personal purposes. The proportion of fuel used for personal purposes has been deducted from the reported totals against transport and stationary fuel. These proportions are documents here for future reference when reporting fuel usage and emissions by COSC:

Unleaded fuel cards (Total 40,300 L)

- plant 20%– this accounts for Mowers & chainsaws etc..
- business 50%
- personal 30%

Diesel fuel cards (Total 247,737 L)

- plant 20%
- business 50%
- personal 30%

Diesel bulk (Total 154,159 L)

- plant 100%

Dredge (Total 54,330 L)

- - plant 100%

- **Waste** - It is assumed that the skips and bins are 20% full upon collection.
- **Water** - It is assumed that the water allocated to the asset "Swimming Pool: Hearn St" relates to the Bluewater Fitness Swimming Pool
- **FTE** – Total of 244 full time equivalent employees is taken from the FY21 Annual Report page 29.

Greenhouse Gas Emissions Assessment for Colac Otway Shire Council

- **Working from Home** - Information on working from home was collated directly via the employee survey to ask how many weeks of the year were worked exclusively from home, and in "normal" working weeks, how many days per week are typically worked from home. Information on commuting was applied only to the weeks NOT worked exclusively from home.
- **Refrigerant** - Assumed to be immaterial
- **Subcontractor Fuel** - Apply a 10% uplift for contractor fuel, including waste collection



3.1 Benchmarking Indicators

Table 3.1 lists other councils that report their emissions publicly through Climate Active (along with links to their online submissions), relative to total revenue. Note, please use caution when making comparisons as no two organisational and operational boundaries are the same.

Table 3.1: GHG benchmarks across councils

Council	tCO ₂ -e	Revenue (\$)	Total (tCO ₂ -e/\$)
Brisbane City Council	596,882	\$2,360,554,000	0.253
City of Adelaide	23,437	\$195,740,000	0.120
Mornington Peninsula Shire Council	29,020	\$255,449,000	0.114
Bayside City Council	13,181	\$139,928,000	0.094
City of Darebin	15,740	\$181,242,000	0.087
Colac Otway Shire Council	4,319	\$61,144,000	0.071
Moonee Valley City Council	10,857	\$180,293,000	0.060
Randwick City Council	10,370	\$181,700,000	0.057
Woollahra Council	5,616	\$112,523,000	0.050
City of Sydney	36,459	\$732,218,000	0.050
City of Melbourne	10,676	\$249,675,000	0.043
Moreland City Council	6,562	\$221,293,000	0.030
City of Yarra	4,634	\$188,599,000	0.025

3.2 GHG Performance Indicators

Greenhouse Performance Indicators (GPIs) record greenhouse intensity measurements and track changes in greenhouse emissions intensity over time. A GPI is used to relate greenhouse performance to a Business Measure (BM) category. The primary purpose of a GPI is to help an organisation track its greenhouse performance in specific areas more accurately. Australia's GHG intensity ratio is defined as the amount of GHG produced per dollar of gross value added (GVA). The Australian Environmental-Economic Accounts show that the GHG intensity ratio of the economy have been steadily decreasing over time while energy and water intensity are relatively stable.⁹

The GPIs, value and environmental aspects for COSC are presented in Table 3.2.

Table 3.2: Greenhouse Performance Indicators for COSC

Company profile		
ANZSIC Division	Public Administration and Safety	
Duration of report	FY 2020/21	
Value profile		
Number of FTE employees	244	FTE
Revenue	61.1	Million AUD
Environmental aspects		
Electricity (purchased)	1,440,916.0	kWh
Gas consumed	7,984.2	GJ
Water consumed	104.2	ML
Total waste generated	21.3	t
Fuel consumed	15,821.1	GJ
Total energy use	28,992.6	GJ
GHG emissions (Full Scope)	4,318.8	tCO ₂ -e
GHG emissions (S1&2)	1,257.2	tCO ₂ -e
GPI	Per FTE	Per million \$ Revenue
Energy intensity (GJ)	118.8	474.2
Total waste intensity (kg waste)	108.8	434.1
Total water intensity (kL)	427.1	1,704.4
Corporate Travel (km)	15.4	61.4
Paper (kg)	16.8	67.0
GHG emission intensity (tCO ₂ -e) (Full Scope)	17.7	70.6
GHG emission intensity (tCO ₂ -e) (S1&2)	5.2	20.6

⁹ <http://www.abs.gov.au/ausstats/abs@.nsf/mf/4655.0>

3.3 What Does This All Mean?

Conceptualisation of what GHG emissions represent can be difficult. So how does COSC’s GHG emissions translate to more tangible measures? Figure 3.1 illustrates results in equivalent measurement units for the following items:

- transport and stationary energy consumption in GJ (excluding electricity and distributed mains natural gas) expressed in equivalent barrels of oil
- total GHG emissions generated by the equivalent number of passenger vehicles that travelled the national average distance¹⁰
- the estimated total number of global hectares needed to produce the resources consumed and to absorb the waste generated by COSC in a year (excl. RFI)^{11,12}

The ecological footprint is an indicator of environmental sustainability.^{13,14} It should be noted that a carbon footprint assessment is not an ecological footprint.

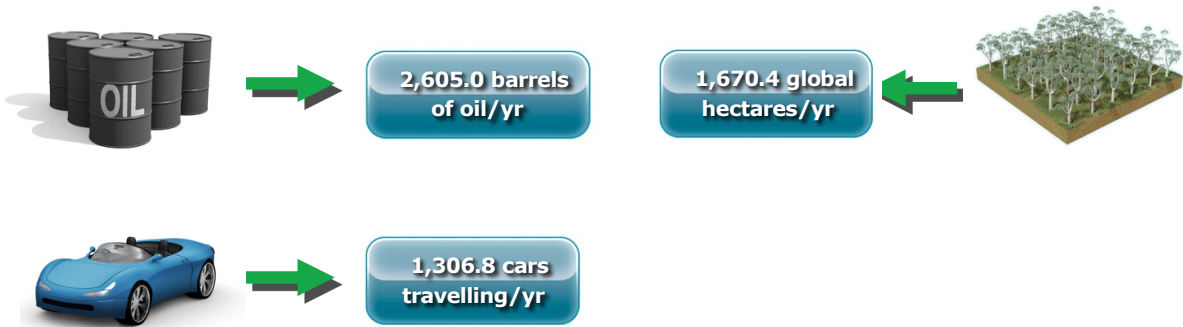


Figure 3.1 Equivalent measurement units for COSC¹

10 ABS (2008). 9208.0 - Survey of Motor Vehicle Use, Australia, 12 months ended 31 October 2007, Australian Bureau of Statistics.
11 World-Wide Fund for Nature International (WWF) (2004). Living Planet Report 2004, Global Footprint Network, Gland, Switzerland.
12 The number represents an indicator only and not the actual ecological footprint of your organisation, It is a heuristic/pedagogical value only.
13 Wackernagel, M., Rees, W.E., Testemale, P. (1995). Our Ecological Footprint: Reducing Human Impact on the Earth, New Society Publishers, British Columbia, Canada.
14 Global Footprint Network and University of Sydney (2005). The ecological footprint of Victoria - Assessing Victoria’s demand on nature. Prepared for EPA Victoria, Global Footprint Network and the University of Sydney, 91 pp.



4.1 Sustainable Development Goals

Through undertaking a comprehensive carbon assessment, COSC has made progress towards achieving some of the United Nations Sustainable Development Goals (SDGs). Investing in carbon offset projects, particularly those with a range of co-benefits will broaden the scope of goals COSC is on track to contribute towards.

The SDGs are a universal set of interconnected goals, targets, and indicators that constitute the global development agenda for 2015-2030. Adopted by 193 member states of the United Nations in 2015 as the successor to the Millennium Development Goals, the SDGs comprise of 169 targets categorised into 17 goals that focus on the five key elements of people, planet, prosperity, peace, and partnership.¹⁵ Each goal advocates a general aim, which is supported by a set of primary targets that prescribe specific actions and timeframes (represented by a number, e.g: 1.1), and a set of secondary targets that are more flexible in their approach and open to interpretation (represented by a letter, e.g: 1.A). Together, the goals call for urgent action by all nation states to form a collective partnership to end poverty, improve health and education, reduce inequalities, boost economic growth, mitigate climate change, and preserve nature.¹⁶

Depending on the industry sector and geographical location of the organisation, certain goals will have greater impacts and opportunities than others.

Prioritising which targets to focus on will be critical to making the business case for action on SDGs and sustainability in general.

As a starting point COSC may wish to investigate further options to either increase positive impacts or reduce negative ones on the targets described below.

¹⁵ <http://www.lse.ac.uk/GranthamInstitute/faqs/sustainable-development-goals-sdgs/>

¹⁶ <https://sustainabledevelopment.un.org/sdgs>

7 AFFORDABLE AND CLEAN ENERGY



7.3 - By 2030, double the global rate of improvement in energy efficiency

8 DECENT WORK AND ECONOMIC GROWTH



8.4 - Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



9.4 - By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



12.2 - By 2030, achieve the sustainable management and efficient use of natural resources
12.5 - By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
12.8 - By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

13 CLIMATE ACTION



13.1 - Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
13.3 - Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

4.2 GHG Reduction Targets

Pangolin Associates advocates a three phase approach to carbon management for reducing future emissions and progressively transitioning towards complete carbon management.

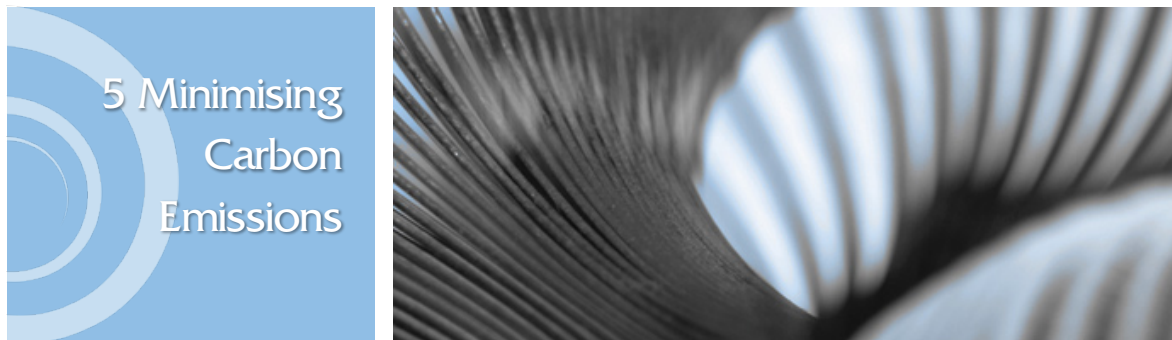
The next steps for the organisation involve using this approach to begin implementation of a carbon reduction target, embedding carbon and energy management systems in the workplace, and reporting on progress.

Implementation of a three phase approach to carbon reduction strategies ensures a transparent, thorough process which filters through all levels of the organisation.

Pangolin Associates has identified that the key phases involved in any GHG emissions reduction strategy are:

- Phase 1: measure (understand the key emission sources)
- Phase 2 and 3: manage and minimise (offset all or a proportion of your carbon emissions; and avoid and reduce whatever is practicable)

This assessment will help COSC to understand Phase 1 of the process: understanding key emission sources. Phases 2 and 3 involves managing emissions through offset purchases and reducing emissions.



Pangolin Associates suggests that COSC considers some of the following energy efficiency and greenhouse gas minimisation strategies for managing energy usage and GHG emissions. This will help to further the minimisation of carbon emissions.

In getting into the nitty gritty of energy consumption, staff participation and engagement will be particularly important. The 'guiding coalition' may wish to use some of the following examples when developing policy recommendations and staff incentive programmes.

5.1 Minimising Emissions - Toolkits

There are several government and industry-based toolkits designed specifically to assist organisations identify and assess, reduce, and then manage their energy usage and GHG emissions.

These toolkits can assist with Phase 2 and 3 of the energy and GHG emissions reduction strategy, as outlined in the figures in Section 4.

Some toolkits that may assist are shown in Table 5.1. Not all may be applicable as they can be targeted at organisations of varying sizes.

Table 5.1 Carbon and Energy management toolkits

Toolkit Name	Description	Link
Energy Audit	AS/NZS 3598 Energy audits. This standard sets out minimum requirements for commissioning and conducting energy audits, which identify opportunities for cost effective investments to improve efficiency and effectiveness in the use of energy. Pangolin Associates conducts energy audits to this standard. Contact your Pangolin Associates account manager for more details.	energy.gov.au/business
Green Building Council	The Green Building Council of Australia administers the Green Star program which is Australia's trusted mark of quality for the design, construction and operation of sustainable buildings, fitouts and communities.	new.gbca.org.au/
NABERS	NABERS is a performance-based star rating system for evaluating the energy, water, waste, and the indoor environment performance in existing office spaces, and hotels. Pangolin Associates has accredited NABERS assessors that can conduct these assessments.	nabers.com.au

5.2 Transportation

Travel policies could be introduced that consider both upfront and ongoing considerations to improve fuel efficiency and reduce pollutants. This could the following considerations:

- Review 'green' vehicles the manufacturer has to offer
- Be conscious not to limit yourself to certain manufacturers
- Go beyond traditional selection criteria for vehicles (e.g. auto, ANCAP safety rating) and include fuel efficiency, carbon emissions criteria
- Car type based on location –fuel-efficient cars for city driving vs less fuel-efficient cars for country driving
- Switching to smaller 4-cylinder vehicles (where possible)
- Consider EV/Hybrid
- Consider LPG fuel over other fuel types
- Maintenance + additional running costs

5.3 IT and Office Equipment

Policy should ensure all equipment procured carries the ENERGY STAR rating as developed by the Environmental Protection Agency (EPA).

Power Supply Units (PSUs) inside desktop computers and servers are typically very inefficient and can be replaced with 80 PLUS specified PSUs to cut energy consumption by 15-25%.

Gaining 80 Plus certification means manufacturers have to ensure the PSUs efficiently convert AC to DC voltage and that the PSU is capable of at least 80% efficiency with 20%, 50% and 100% power loads.

Existing equipment can be upgraded with an inexpensive 'drop-in' component so there is little expense involved and for computing equipment that must be left on continuously, payback is typically achieved within a year.

Reduced heat output and improvements in power quality not only mean a better functioning computer but also mean less strain on the HVAC component of energy consumption.

5.4 Company Administration

A significant amount of paper and other resources, such as electricity, transport fuel and freight services, can be eliminated, or at least minimised, by opting to conduct company customer communications for billing/invoicing and bill payments online.

The following criteria are suggested for the selection of paper.

- Purchase fully certified carbon neutral offset paper (e.g. ENVI), including best practice principles listed below.
- The higher the recycled fibre content, the better.
- The higher the post-consumer fibre content, the better.
- Preference goes to "processed-chlorine-free" (PCF) paper.
- If there is a need for virgin fibre content, it should be Forest Stewardship Certified (FSC).

- Preference is given to paper from paper mills with ISO 14001/EMAS or comparable Environmental Management System (EMS) certification.
- Look for use of renewable energy in the paper production process.

5.5 Consumer Selection

When seeking to purchase products with minimal environmental impact, the consumer needs to consider various factors such as the initial resources the product is made from, the production process, type of packaging, the resulting waste that is generated, and the distance which the product travels to reach the consumer.

Below are some specific aspects to consider.

- Select energy efficient appliances and products
- Buy local products, particularly fresh foods
- Opt for green friendly products
- Avoid excess packaging
- Avoid the purchase of disposable products such as paper plates and paper cups.
- Carry your own bag and avoid using plastic bags as much as possible
- Dispose of rubbish properly, i.e. use available recycling bins.

5.6 Applying a Green Office Policy

The best way to influence the behaviour of others is to set an example. A good policy is to encourage all staff members to think green by applying greener and more energy efficient methods in the workplace.

Furthermore, development of a company green office policy by creating environmental milestones and taking records or logs of energy savings, can be a great way to build incentive.

The Organisation for Economic Co-operation and Development (OECD, www.oecd.org) has quantified that Australia is among the highest producers of waste in the world. Paper typically represents more than 70% of the waste produced by offices. Aim to reduce the amount of office paper used and recycle waste paper.

The quantity of paper used can also be reduced by using e-mail, filing documents within your computer and making electronic backups instead of printing and filing paper copies. Other alternatives to reduce paper use and waste are by ensuring that printing estimates are correct, avoiding over-ordering printed materials and setting your printer to do double-sided printing. To further reduce emissions, investigate using recycled paper over virgin paper.



6.1 Activity Data Improvements

The following table summarizes the key activity data assumptions that were made for FY21, and a recommendation is made on how more accurate data on these could be sourced in future years.

Table 6.1 Recommended activity data improvements

Data Source	Current Method	Future Method
Subcontractor Fuel	An uplift of 10% on total measured emissions was included within this assessment to account for subcontractor transport.	Identify and engage with key subcontractors such as: <ul style="list-style-type: none"> Residential garbage collection Major works Minor works Parks and landscaping To understand a) if any current measurement or estimation of fuel use attributable to COSC operations can be made and b) put in place requirements for subcontractor on major projects & services to capture and report on litres of transport and stationery fuel use ongoing.
Chlorine	An estimate of the chlorine used in the public swimming pool was calculated using available online average data, and estimations of the volume of water and usage rates of the swimming pool.	Obtain actual weights/volumes of chlorine purchased by COSC for use in the public swimming pools from invoicing systems each year.
Raw materials	To calculate key raw materials for maintaining public infrastructure such as asphalt, bitumen and concrete, statistics regarding COSC roads, pathways and bridges infrastructure was taken from the FY21 annual report. A 1% replacement rate for total lengths/numbers of these assets was assumed, along with dimensions and density assumptions source online to come up with weights or each raw material.	As a first step, obtain sample data from key contractors within the works department to provide an extrapolated major estimate value of raw materials by type based on project \$ spend. In future, require contractors to record and provide information on volumes of raw materials used for key projects.
Plant, machinery, and equipment	Dollars spent on plant, machinery and equipment was taken from the FY2021 financial report and converted to emissions using a relevant Input/Output emissions factor (kg CO ₂ -e/\$ spent).	Obtain more granular breakdown of spend from this category to ascertain what types of plant and machinery were being purchased, and if more granular emission factors can subsequently be utilized.

6.2 Emissions Improvement

In addition to consideration of the above opportunities to improve the accuracy of the underlying activity data, some suggestions are provided below on ways that COSC can improve overall emissions performance:

- Consider implementing a vehicle policy that goes beyond traditional selection criteria and prioritises fuel efficient or hybrid vehicles.
- Engage with key engineering, IT and other service providers to understand how they measure, report and reduce their own carbon emissions. If key providers publicly report on their carbon emissions and can attribute a proportion of these emissions to COSC's business, this can be captured within COSC's own carbon inventory as a methodology improvement, as well as the ability to capture any future benefit of emissions reduction activities on the part of the supplier.
- To demonstrate leadership commitment and embed Climate Change thinking across all areas of the organisation, Pangolin recommend conducting education sessions for employees. Employees are instrumental in dictating the future direction of the company and how climate change action will be prioritized. Including climate change education in your employees training plan is also aligned with UN SDG target 13.3: "Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning."
- One method for delivering Climate Change education is via a 3-hour in-person or online Climate Fresk workshop. This is a collaborative, educative and creative workshop that is designed to challenge your understanding of climate change, its impact and what we can do about it. It is based on the latest findings of the United Nations Intergovernmental Panel on Climate Change (IPCC) and translates the most up to date climate science into digestible content. Pangolin have trained facilitators who can lead Climate Fresk Workshops.
- Another method is to organise a workshop where the results of this report are shared to employees using gamified quiz questions. Pangolin can create a personalised workshop and adapt the level of the workshop to the audience. The session can also include a brainstorming of actions employees would like to take to drive climate action.



A.1 What is Climate Change?

Climate change is a generic term used to define any alteration in the global atmosphere that is in addition to the natural climate variability that already exists. The global atmosphere provides temperature stability near the earth's surface by balancing incoming solar energy with outgoing terrestrial infrared radiation. This is achieved primarily by the Greenhouse Effect, a natural phenomenon mediated by water vapour and particular trace gases in the atmosphere known as greenhouse gases (GHGs).

Global Warming (GW) relates to the enhanced Greenhouse Effect caused by increased concentrations of GHGs in the atmosphere because of human activities.

A.2 What are Carbon Credits?

A carbon credit, as defined by the Kyoto Protocol, certifies one metric tonne of carbon dioxide (CO₂) either removed from the atmosphere or saved from being emitted. To compensate for the other greenhouse gases, a carbon credit can be expressed in terms of tonnes of CO₂-e, which relates the effect of other greenhouse gases to an equivalent warming capacity of CO₂.

Pangolin Associates currently offers through our partnerships certified carbon credit retirement of Voluntary Carbon Units (VCUs) to offset your CO₂-e emissions, plus an optional tax deductible donation to fund a Trees For Land tree or shrub revegetation project.

This combination provides your organisation with a global action towards reducing GHG emissions through the VCU and local action to improve the environment in Australia through a donation to revegetation projects.

A.3 About Pangolin Associates

We work with businesses and government in Australia, New Zealand, and globally. **Our mission is clear: increase efficiencies and reduce carbon and other environmental impacts on our globe.** Our sustainability team has comprehensive experience in the environmental sector.

Climate change and an increasingly carbon restrained economy means businesses need education and a new set of tools to operate and prosper. We built Pangolin Associates expressly to provide these crucial services. Our approach is to work closely with businesses, smoothing the path to best practice, compliant sustainability.

A.4 Sustainability Certifications

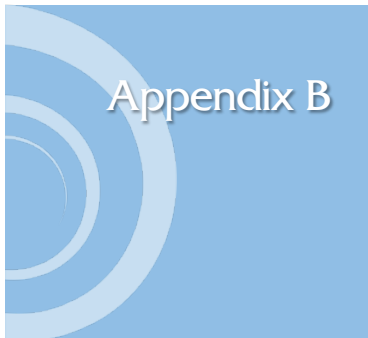
Common Greenhouse Terms	
Carbon Credit	Carbon credits certify the removal of greenhouse gas from the air or the prevention of future greenhouse gas emissions. Each carbon credit is associated with a single tonne of carbon dioxide. There are many different kinds of carbon credits.
CO₂	Carbon dioxide. The increase in atmospheric concentrations from pre-industrial revolution are predominately as a result of the combustion of fossil fuels and the greatest contributor to human induced global warming.
CO₂-e	Carbon Dioxide equivalent. There are several different greenhouse gases (e.g. methane) as well as carbon dioxide, and each has a different strength of effect on global warming. However, the world needs a single dimension on which to measure greenhouse gas emissions, so emissions are expressed as CO ₂ -e emissions to provide a single unit of measurement for comparison purposes.
GHGs	Greenhouse gases are components of the atmosphere that contribute to the greenhouse effect. Without the greenhouse effect the Earth would be uninhabitable; in its absence, the mean temperature of the earth would be about -19 °C (-2 °F, 254 K) rather than the present mean temperature of about 15 °C (59 °F, 288 K). Greenhouse gases include, in order of relative abundance, water vapour, carbon dioxide, methane, nitrous oxide, and ozone. The majority of greenhouse gases come mostly from natural sources but are also contributed to by human activity.

As in most industries, sustainability also has regulatory bodies and industry watchdogs to ensure standards, such as the ACCC and ISO.

There are also many consumer advocate groups that investigate environmental claims and bring green labelling and reporting standards. Explained below are some of the more widely used and reliable sustainable certifications that will help you make better environmental purchasing decisions for your business.

- Fairtrade www.fairtrade.net Fair Trade Certification ensures that products have been produced and sold fairly. This ensures that producers, workers, and communities who are generally disadvantaged in the international market are paid fairly.
- Good Environmental Choice Australia label (GECA) www.geca.org.au GECA reviews a range of consumer, building and industrial products against standards of environmental performance and life cycle assessment.
- Energy Rating label www.energyrating.gov.au It is mandatory for many categories of electrical products offered for sale in Australia to carry an approved energy label. The Energy Rating label is a government endorsed label denoting the energy efficiency of an appliance.
- ENERGY STAR is an international standard for energy efficient electronic equipment. It was created by the US Environmental Protection Agency in 1992 and has now been adopted by several countries around the world, including Australia. Products that carry the ENERGY STAR label are energy efficient as they either automatically switch into a 'sleep' mode when not being used and/or reduce the amount power used when in 'standby' mode.
- GreenPower <http://www.greenpower.gov.au/> GreenPower is a government accreditation program for renewable energy. GreenPower is generated from clean, renewable energy sources that are easily available and are found in naturally occurring sources such as water flows, energy from the sun, wind energy and waste. It is bought by your energy provider on your behalf.

- Australian Certified Organic (ACO) www.ofa.org.au Australia is one of the few countries with a developed organic sector that does not have a national organic logo/mark. However, there is an Australian Standard for Organic and Biodynamic Products and products can be certified organic through a range of bodies, the largest of which being the Australian Certified Organic (ACO) label.
- The Forest Stewardship Council (FSC) www.fsc.org The Forest Stewardship Council (FSC) is an international body that promotes responsible management of the world's forests. As with recycled content, you can get varying percentages of FSC certified content , the higher the FSC percentage the better.
- Planet Ark endorsed www.products.planetark.org/paproducts Planet Ark supports a limited range of 'greener' products. Planet Ark supports these products because they have met with certain environmental standards. They must offer a more environmentally responsible alternative to the commonly used products that are on the market, while still being a quality product.
- National Australian Built Environment Rating System (NABERS) www.nabers.com.au Although NABERS is a voluntary environmental rating system for office premises, it is widely recognised. NABERS is a performance-based rating system for existing buildings. NABERS rates a building on the basis of its measured operational impacts on the environment.
- Green Star www.gbca.org.au Green Star is an environmental rating system for commercial buildings, and is administered by the Green Building Council Australia (GBCA). Green Star rating tools range from 4 Star Green Star Rating (Best Practice) to 6 Star Green Star Rating (World Leadership).
- Climate Active Carbon Neutral Program. Climate Active is a voluntary scheme which certifies events, products, services, business operations, buildings or precincts as carbon neutral. The program is administered by the Australian Government . It replaced the Greenhouse Friendly program which ended on 30 June 2010. <https://www.climateactive.org.au>.



B.1 Tenant Electricity

The current approach to NGER accounting applies a “control over energy billing” rationale as a proxy for operational control. The basic principles set out in the guidelines to determine whether the building owner or tenant is deemed in operational control (and therefore responsible for reporting energy use), are as follows:¹⁷

- (i) Subject to principles (ii) and (iii), the party that receives and pays the energy bill (‘Party A’) will be deemed to have operational control.
- (ii) Where separate meters have been installed and Party A on-sells energy to another party (‘Party B’) based on the actual consumption of Party B as shown on the meter, then Party B will be the energy user of that on-sold energy and deemed to have operational control.
- (iii) Where energy is not separately measured and Party A requires Party B to pay the cost of operational energy on another basis (e.g. as a flat fee or on a basis that is not directly related to actual energy use of Party B, i.e. per square metre, or as a flat percentage of the total energy bill), Party A will be the energy user of all of the energy and deemed to have operational control.

B.2 Market-based electricity factors

There has been a recent shift in the way electricity related emissions are accounted for to more accurately reflect the impact of renewable fuel sources. This is known as the market-based method as described in the scope 2 guidance amendment to the GHG Protocol.¹⁸

The current location-based method of carbon accounting remains relevant. In fact, if you aim to report emissions in accordance with the GHG Protocol you must report using both the location-based and market based methods.

If your organisation is targeting lower or zero emissions, the market-based method is designed to demonstrate more accurately the actions you’ve taken to reduce your footprint. When the location-based method is applied to the Protocol, it is blind to the contractual arrangements in the procurement of renewable electricity.

Carbon accounting to date has presented the risk of double counting, or not counting the impact of renewable energy at all. As electricity is the major component for many organisations’ carbon footprint, renewable electricity is the most sustainable response. Getting the accounting right for renewable energy is imperative.

¹⁷ NGRS, Regulations Policy Paper, Department of Climate Change, 2008 p.25.

¹⁸ https://ghgprotocol.org/scope_2_guidance

This accounting method focuses first on the source of electricity, renewable or non renewable, and then guides the creation of the emissions inventory. It allows organisations to recognise the acquisition of renewable electricity via the grid. Australia's robust Renewable Energy Certificate (REC) system, introduced with the Renewable Energy Target (RET), is the perfect mechanism for electricity consumers to demonstrate their purchase of renewable energy, and to make a unique, robust claim over each MWh of zero emissions electricity.

For most Australian electricity consumers, those connected to the national grid, around 20% of electricity consumed is from renewable energy supplied to satisfy the RET.

Some organisations have electricity generated on site from renewable systems. This metered electricity can be included in the inventory. Other organisations purchase GreenPower, so have renewable electricity delivered via the grid, which can be counted. Finally, there may be a remaining amount of electricity, a residual of non renewable energy that completes the electricity inventory.

An emission factor of zero is applied to each of the renewable energy sources, while a new factor, the residual mix factor, is applied to the remaining or residual amount. The residual mix factor is the emissions factor after taking all of the certificate-based renewable energy out of the equation.

When it comes to creating the electricity source inventory, it is fair that all organisations are able to recognise their contribution to the national RET in the same way. It is also fair that a national residual mix factor reflecting the carbon intensity of the entire grid is applied. State based factors are still used to create a location-based emissions inventory.

Organisations claiming zero emissions or carbon neutral operations need to be able to make robust and defensible claims, so the accounting must withstand any challenge. Aligning with a global standard, the GHG Protocol, is a valuable part of grounding the accounting. It helps organisations that have global operations, or are part of international programs like the CDP (formerly Carbon Disclosure Project), RE100, or World Green Building Council – Advancing Net Zero Challenge.

B.3 Refrigerants

Refrigerants are used in HVAC systems as the system working fluid. They have a significant Global Warming Potential (GWP) and therefore contribute to climate change. For refrigerants to be included and counted into NGERs, the sources must be one of the listed items shown below:¹⁹

- (iv) commercial air conditioning
- (v) commercial refrigeration
- (vi) industrial refrigeration.

In addition, the NGER Determination specifies that reporting of these types of equipment must occur when:

- (i) the refrigerant charge is greater than 100 kg per unit and the global warming potential of the refrigerant is greater than 1000, and;
- (ii) the ANSZIC industry classifications meet for Subdivisions 11 or 12, Divisions G, F or L, Number 530.

¹⁹ National Greenhouse and Energy Reporting Regulations 2008, Section 4.16 (1) (a), Federal Register of Legislative Instruments F2008L02230, Australian Government.

B.4 Waste and Water

For any facility where individual waste and/or water data were not provided, Pangolin Associates may use at its discretion, market averaged data for leased Class 5 commercial tenancy space.²⁰ The factors applied are shown in Table B.4.1. Alternatively, if a NABERS waste or water rating is available, this will be used in preference.

Table B.4.1: Factors applied for leased commercial tenancy

Activity	Value
Waste to landfill	3.7 kg/m ²
Water use	0.9 kL/m ²

B.5 Transport

When an activity or series of activities is attributable to a specified transport industry sector, different criteria apply. In these cases, rather than the transport facility being attributed to a single address, it must be attributed to a state or territory. This is because of the non-stationary nature of transport.

In order to be classified as a transport activity that can be reported by state and territory using the location of fuel purchases, the activity or series of activities must be the principle activity as defined in r. 2.19 (4) of the Act. In this regulation, principal activity in relation to a series of activities means the activity in the series of activities that:

- (a) results in the production of a product or service that is produced for sale on the market; and
- (b) produces the most value for the series out of any activities in the series.

Given the potential extensive use of contractors on both an ongoing and ad hoc basis, it may be difficult in some circumstances to determine which entity should have responsibility for reporting the fuel consumed by those transport activities.

In the case of a facility under a transport industry sector, it is proposed that for fuels where a company claims fuel tax credits (FTCs) an organisation can use this data to help identify the amount of fuel it has consumed. Fuels not eligible for FTCs will need to be identified through other methods, such as purchase invoices. Where a company claims FTCs, on behalf of other entities under the provisions of the Fuel Tax Act 2006, this may also be used as a proxy for operational control over the transport activities in which that fuel is used. A company would thus have operational control over all activities that consume fuel for transport purposes for which it claims FTC.

²⁰ Precious, B. and Brown, M. (2008). Building Sustainable Solutions with NABERS, Jones Lang LaSalle and The GPT Group.



C.1 Activity Data Assumptions

In conducting GHG assessments, activity data may not be available for all emissions sources that are deemed relevant for inclusion. In the absence of actual activity (for example kWh of electricity use, passenger.kms for flights, KL of water consumption), certain assumptions must be made to enable an emissions estimation. The following table outlines where activity data has be estimated.

The use of expenditure-based emission factors are considered a valid actual activity data source within Climate Active submissions, however Pangolin note that this should only be used where actual supplier emissions data for purchased goods and services cannot be obtained.

Greenhouse Gas Emissions Assessment for Colac Otway Shire Council

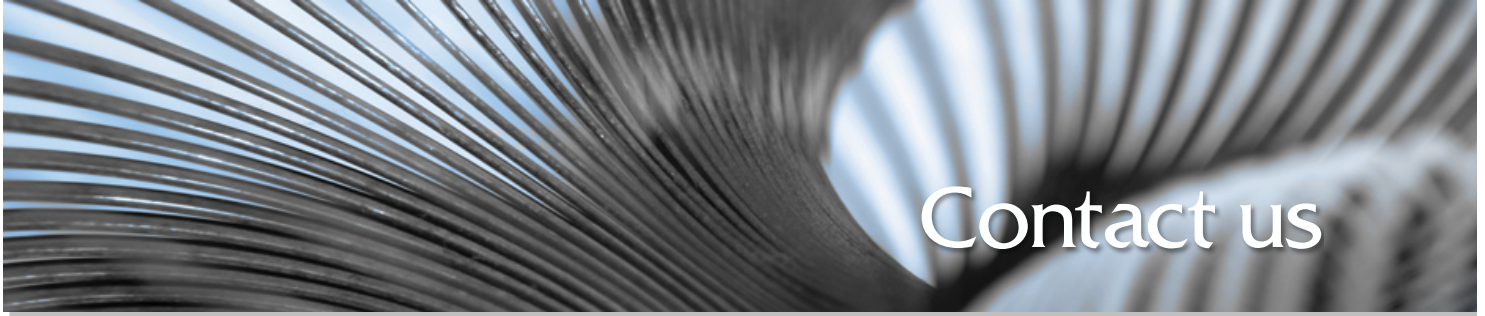
Summary of GHG emissions for the FY 2020/21					
Source	GHG Protocol Category	Item/Service	Activity	Unit	Actual/Estimated/Expenditure based activity data
Utilities	Scope 2 & Scope 3 (Cat 3 Fuel and energy related activities)	Electricity	1,440,916.0	kWh	Actual
Utilities	Scope 1 & Scope 3 (Cat 3 Fuel and energy related activities)	Natural Gas	7,984.2	GJ	Actual
Utilities	Scope 3 (Cat 1 Purchased Goods & Services)	Telecommunications	340,276.0	\$	Expenditure
Utilities	Scope 3 (Cat 1 Purchased Goods & Services)	Water	104.2	ML	Actual
Equipment	Scope 3 (Cat 1 Purchased Goods & Services)	IT Equipment	298,028.0	\$	Expenditure
Equipment	Scope 3 (Cat 1 Purchased Goods & Services)	Paper	4,097.5	kg	Actual
Equipment	Scope 3 (Cat 1 Purchased Goods & Services)	Printing and Stationery	98,876.0	\$	Expenditure
Equipment	Scope 3 (Cat 1 Purchased Goods & Services)	Fixtures, Fittings & Furniture	96,000.0	\$	Expenditure
Equipment	Scope 3 (Cat 2 Capital Goods)	Plant, Machinery & Equipment	1,171,000.0	\$	Expenditure
Equipment	Scope 3 (Cat 2 Capital Goods)	Buildings	224,000.0	\$	Expenditure
Equipment	Scope 3 (Cat 1 Purchased Goods & Services)	Asphalt (aggregate)	5,165.2	tonnes	Estimated
Equipment	Scope 3 (Cat 1 Purchased Goods & Services)	Bitumen	486,500.0	\$	Estimated
Equipment	Scope 3 (Cat 1 Purchased Goods & Services)	Concrete	27,375.0	\$	Estimated
Equipment	Scope 3 (Cat 1 Purchased Goods & Services)	Chlorine	6,716.0	Litres	Estimated

Greenhouse Gas Emissions Assessment for Colac Otway Shire Council

Equipment	Scope 3 (Cat 1 Purchased Goods & Services)	Fertilizer	33.0	tCO ₂ -e	Estimated
Employees	Scope 3 (Cat 7: Employee Commuting)	Employee Commute	1,393,667.0	passenger.km	Actual (modelled)
Employees	Scope 3 (Cat 7: Employee Commuting)	Working From Home	168,743.3	h	Actual (modelled)
Flights	Scope 3 (Cat 6: Business Travel)	Business Flights	3,756.7	passenger.km	Actual
Transport Fuels	Scope 1 & Scope 3 (Cat 3 Fuel and energy related activities)	Post 2004 Gasoline	20,150.0	L	Actual
Transport Fuels	Scope 1 & Scope 3 (Cat 3 Fuel and energy related activities)	Post 2004 Diesel oil	123,868.5	L	Actual
Stationary Fuels	Scope 1 & Scope 3 (Cat 3 Fuel and energy related activities)	Gasoline	8,060.0	L	Actual
Stationary Fuels	Scope 1 & Scope 3 (Cat 3 Fuel and energy related activities)	Diesel oil	258,036.4	L	Actual
Stationary Fuels	Scope 1 & Scope 3 (Cat 3 Fuel and energy related activities)	LPG	4,468.0	L	Actual
Third Party Services	Scope 3 (Cat 1 Purchased Goods & Services)	Cleaning Services	596,092.0	\$	Expenditure
Third Party Services	Scope 3 (Cat 1 Purchased Goods & Services)	Food & Catering	18,875.0	\$	Expenditure
Third Party Services	Scope 3 (Cat 1 Purchased Goods & Services)	Postage and Couriers	45,396.0	\$	Expenditure
Third Party Services	Scope 3 (Cat 1 Purchased Goods & Services)	Software & IT Services	758,907.0	\$	Expenditure
Third Party Services	Scope 3 (Cat 1 Purchased Goods & Services)	Professional Services - Legal Services	81,333.0	\$	Expenditure
Third Party Services	Scope 3 (Cat 6: Business Travel)	Domestic Hotel Accommodation	15.0	occupancy.nights	Actual

Greenhouse Gas Emissions Assessment for Colac Otway Shire Council

Third Party Services	Scope 3 (Cat 1 Purchased Goods & Services)	Insurance	526,134.0	\$	Expenditure
Third Party Services	Scope 3 (Cat 1 Purchased Goods & Services)	Advertising	95,156.0	\$	Expenditure
Third Party Services	Scope 3 (Cat 1 Purchased Goods & Services)	Education & Training Fees	129,157.0	\$	Expenditure
Third Party Services	Scope 3 (Cat 1 Purchased Goods & Services)	Professional Services - Engineering	1,195,091.0	\$	Expenditure
Third Party Services	Scope 3 (Cat 1 Purchased Goods & Services)	Professional Services - Other	1,440,113.0	\$	Expenditure
Third Party Services	Scope 3 (Cat 1 Purchased Goods & Services)	Subscriptions & Memberships	1,068,347.0	\$	Expenditure
Waste	Scope 3 (Cat 5: Waste generated in operations)	Landfill	21.3	t	Actual
Waste	Scope 3 (Cat 5: Waste generated in operations)	Recycling	5.3	t	Actual
Uplifts	Scope 3 (Cat 1 Purchased Goods & Services)	Subcontractor Fuel (including garbage collection)	10%	%	Estimated



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Item: 9.10

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 - 22 June 2022 - CB 20220622 [9.10.1 - 2 pages]2. Informal Meeting of Councillors - Unscheduled Planning Committee Meeting preparation and Council Mee [9.10.2 - 2 pages]3. Informal Meeting of Councillors - Councillor Briefing - 13 July 2022 - CB 20220713 [9.10.3 - 2 pages]4. Informal Meeting of Councillors - Planning Committee Meeting Preparation - 13 July 2022 - PCM 202207 [9.10.4 - 2 pages]
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 | 22 June 2022 |
| 2. Unscheduled Planning Committee & Council Meeting Preparation | 29 June 2022 |
| 3. Councillor Briefing | 13 July 2022 |
| 4. Planning Committee Meeting Preparation | 13 July 2022 |

3. KEY INFORMATION

The following Informal Meetings of Councillors have been held and are attached to this report:

- | | |
|---|--------------|
| 1. Councillor Briefing | 22 June 2022 |
| 2. Unscheduled Planning Committee & Council Meeting Preparation | 29 June 2022 |
| 3. Councillor Briefing | 13 July 2022 |
| 4. Planning Committee Meeting Preparation | 13 July 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: 22 June 2022

Time: 8.00am

Meeting Location: 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, Bryan Lancaster, 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, Bryan Lancaster, Ian Seuren, Marlo Emmitt, Doug McNeill, Bláithín Butler, Ian Williams, Paula Gardiner

External attendees:

Nil

Apologies:

Cr Joe McCracken

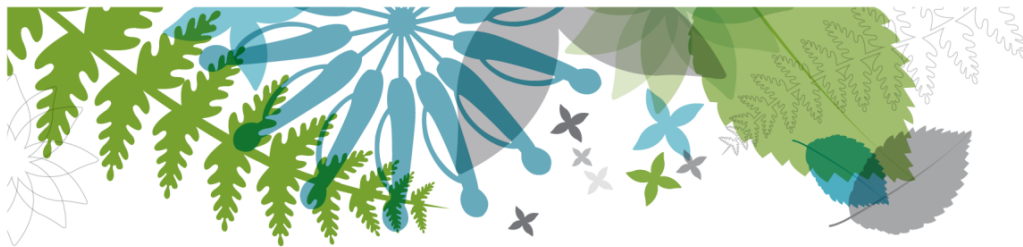
Absent:

Nil

Meeting Commenced at: 8.00am

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Nil			



Councillor Briefing – 22 June 2022		
Time	Item	Attendees
8.00am-9.03am	<p>PP389/2021-1 - 185 & 265 Telegraph Road, Murroon - Proposed Music Festival Including Ancillary Amenities and Structures and Temporary Camping</p> <p>Cr Hanson attended the meeting at 8.15am. Cr Bell left the meeting at 9.01am and did not return.</p>	<p>Doug McNeill Bláithín Butler Ian Williams Paula Gardiner</p>
9.03am	Meeting closed	



Informal Meeting of Councillors Record

Unscheduled Planning Committee Meeting Preparation and Council Meeting Preparation

Date: 29 June 2022

Time: 12.00pm

Meeting Location: Meeting Rooms 1 and 2 COPACC

Invitees:
Cr Jamie Bell, Cr Graham Costin, Cr Kate Hanson, Cr Stephen Hart, Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Errol Lawrence, Bryan Lancaster, Ian Seuren, Marlo Emmitt, Lyndal McLean, Lyndal Redford
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, Bryan Lancaster, Ian Seuren, Marlo Emmitt, Lyndal McLean, Lyndal Redford, Doug McNeill, Bláithín Butler, Ian Williams, Paula Gardiner, James Myatt, Tamzin McLennan
External attendees:
Nil
Apologies:
Nil
Absent:
Nil

Meeting Commenced at: 12.05pm

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Cr Chris Potter	General	10.1 – LRCI Projects	This item discusses funding for the Memorial Square toilets, the Colac RSL sub-branch made a submission against the toilets. I am a member of the RSL sub-committee and actively involved in the committee and therefore have a conflict.



Name	Type of Disclosure	Item	Reason
Cr Graham Costin	General	10.6 - Colac Otway Shire Grants Program 2022-2023 - Allocation of Funds - Part 2	I received a disclosable gift in the form of an election campaign donation from the Apollo Bay Chamber of Commerce

Councillor Briefing – 29 June 2022		
Time	Item	Attendees
12.05pm-12.24pm	Unscheduled Planning Committee Meeting Preparation	Doug McNeill Bláithín Butler Ian Williams Paula Gardiner
12.24pm-12.32pm	Break	
12.32pm-2.15pm	<p>Council Meeting Preparation</p> <p>Having declared a conflict of interest Cr Potter left the meeting at 12.32pm; returned following discussion at 12.49pm.</p> <p>Category 2 of Item 10.6 – Colac Otway Shire Grant Program 2022-2023 – Allocation of Funds was not discussed therefore Cr Costin was not required to leave the meeting.</p> <p>Cr Hart left the meeting at 1.38pm; returned at 1.40pm.</p>	Paula Gardiner James Myatt Tamzin McLennan
2.15pm	Meeting closed	



Informal Meeting of Councillors Record

Councillor Briefing

Date: 13 July 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, Lenny Jenner, Bryan Lancaster, Ian Seuren, Marlo Emmitt

Attendees:

Cr Jamie Bell (by videoconference), Cr Graham Costin (by videoconference), Cr Kate Hanson, Cr Stephen Hart (by videoconference), Cr Joe McCracken (by videoconference), Cr Chris Potter (by videoconference), Cr Margaret White (by videoconference), Anne Howard, Lenny Jenner (by videoconference), Bryan Lancaster (by videoconference), Ian Seuren (by videoconference), James Myatt (by videoconference), Mark McLennan (by videoconference), Fiona Maw (by videoconference), Nicole Frampton (by videoconference), Tamzin McLennan (by videoconference), Peter Macdonald (by videoconference), Louise Harvey (by videoconference)

External attendees:

Director, Insight Leisure Planning (by videoconference)

Apologies:

Marlo Emmitt

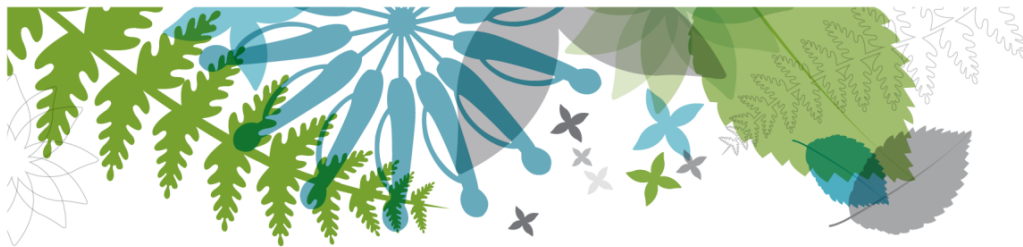
Absent:

Nil

Meeting Commenced at: 11.34am

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Nil			



Councillor Briefing – 13 July 2022		
Time	Item	Attendees
11.34am – 11.59am	Lake Colac Caravan Park EOI Cr Bell left the meeting at 11.35am; returned at 11.43am.	James Myatt Mark McLennan
11.59am – 12.26pm	Colac Visitor Servicing Discussion Paper Cr Joe McCracken attended the meeting at 12.10pm but due to connection issues left the meeting at 12.16pm after several log in attempts and did not return.	James Myatt Fiona Maw
12.26pm – 1.07pm	Councillor only time	
1.07pm – 1.58pm	City Reserves Planning Project	Jayson Moran Nicole Frampton Tamzin McLennan
1.58pm – 2.17pm	Community Engagement Plan – Apollo Bay and Surrounds	Peter Macdonald Tamzin McLennan
2.17pm – 2.26pm	Councillor update from Committee Meetings	
2.26pm – 2.30pm	Councillor and EA to CEO, Mayor and Councillors catch up	Louise Harvey
2.30pm – 2.43pm	General Business: <ul style="list-style-type: none"> Community Satisfaction Survey Ukraine Sale of 69 McLaughlin Street, Apollo Bay Grants Program 	
2.43pm	Meeting closed	



Informal Meeting of Councillors Record

Planning Committee Meeting Preparation

Date: 13 July 2022

Time: 3.00pm

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, Bryan Lancaster, Ian Seuren, Marlo Emmitt, Lyndal Redford
Attendees:
Cr Jamie Bell, Cr Graham Costin (by videoconference), Cr Kate Hanson, Cr Stephen Hart (by videoconference), Cr Joe McCracken, Cr Chris Potter, Cr Margaret White, Anne Howard, Bryan Lancaster (by videoconference), Ian Seuren (by videoconference), Lenny Jenner (by videoconference), Lyndal Redford, Bláithín Butler (by videoconference), Vikram Kumar (by videoconference)
External attendees:
Nil
Apologies:
Marlo Emmitt
Absent:
Nil

Meeting Commenced at: 3.09pm

Declarations of Interest:

Name	Type of Disclosure	Item	Reason
Nil			



Planning Committee Meeting Preparation – 13 July 2022		
Time	Item	Attendees
3.09pm- 3.28pm	Planning Committee Meeting preparation Cr McCracken left the meeting at 3.25pm and did not return. Cr Hart left the meeting at 3.25pm; returned at 3.27pm.	Bláithín Butler Vikram Kumar
3.28pm	Meeting closed	

CLOSED SESSION

RECOMMENDATION

That pursuant to the provisions of Section 66 of the Local Government Act 2020, the meeting be closed to the public and Council move into Closed Session in order to deal with:

SUBJECT	REASON	SECTION OF ACT
<i>Minutes of the Closed Session Council Meeting held on << day month year>></i>	This matter deals with <<reason>>	Section 3 <<subsection>>
<i><<Topic for discussion>></i>	This matter deals with <<reason>>	Section 3 <<subsection>>